DOCTORAL THESIS

NEGOTIATION CAPABILITY: A CONCEPTUAL MODEL AND REFERENCE PRACTICES

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UNIVERSITAT POLITÈCNICA DE CATALUNYA

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I dedicate this thesis to my parents, Luiz and Luiza (in memoriam), with love and my deepest gratitude.

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RESUMEN

Esta investigación estudia el tópico de la negociación en el ámbito empresarial a nivel nacional e internacional y en particular el concepto de capacidad de negociación, entendiendo que los procesos de negociación generalmente dependerán de la habilidad de los directivos. No sólo en negociaciones individuales, sino sobre todo en el mantenimiento de relaciones de negocio a largo plazo. Como marco teórico, esta tesis adopta una visión integral del dinámico fenómeno de la negociación mediante el estudio de la interrelación de los conceptos surgidos durante la investigación: la ética, la toma de decisiones, el liderazgo y la inteligencia emocional.

Metodológicamente, este estudio emplea un enfoque de investigación de método mixto, a través de una perspectiva longitudinal, basado en un paradigma interpretativo y en un enfoque constructivista, así como en la selección de análisis y datos cualitativos, obtenidos a partir del método de investigación de la teoría fundamentada, técnicas de observación y entrevistas, complementado por la integración de la Bibliometría, como método cuantitativo, para incrementar la validez de los resultados de la investigación.

Los resultados de este trabajo muestran el principal objetivo de esta investigación, que es la construcción de un modelo sobre la capacidad de negociación. Los componentes del modelo, son un conjunto de valores personales, dimensiones y prácticas de referencia, que soportan el complejo proceso de construcción y desarrollo de la capacidad de negociación.

ABSTRACT

This research studies the topic of negotiation in the business field at a national and international level, and in particular the concept of negotiation capability, understanding that the negotiation processes generally depend on how skillful the negotiators are, not only in one-time negotiation but mainly in the maintenance of long term business relationships. As a theoretical framework, this thesis adopts a holistic view of the dynamic phenomenon of negotiation by studying the interconnectedness of the concepts emerged from the study: ethics, decision-making, leadership and emotional intelligence.

Methodologically, this study employs a mixed method research approach, through a longitudinal perspective, based on a interpretive paradigm and constructivist approach and on the selection of qualitative analysis as well as qualitative data derived from the research method of grounded theory, techniques of observation, interviews, and complemented by the integration of Bibliometrics, as a quantitative method, for increased validity of the research findings.

The results of this work offer a model of negotiation capability, which is the main objective of this research. The components of the model are a set of personal values, dimensions and reference practices that support the complex process of building and developing negotiation capability.

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To become a doctor is not an easy task, specially when your family is across the Atlantic and when beloved members of your family suddenly "leave" during the process. But how can one not become a doctor when yet while being a child, still learning how to write, my beloved mother used to mark all my scholar books with a Dr. precceding my name? A doctor then, was what I would be. For this and other reasons, at last but not the least, my depeest gratitude to my family and relatives, among them, my godfather Dr. Rodrigues, for planting the seed of love for eductaion in my soul. Especially to my parents, Luiz and Luiza (in memoriam) whose high personal values, inconditional love, support and guidance helped me to become the person that I am, yet not even half of what they were. To my brother, Orlando, whose love, care, patience, guidance, example, support and generosity has helped me through my whole life. To my sister, Maria, who has always encouraged me to go on since I was a child, and also to my brother Francisco (in memoriam) whose life has taught me a lot. My greatest admiration for all of them, and I conclude the aknowledgements with a known and insightful phrase that my mother always used to repeat: *"Insista, persista e nunca desista".*

A CONCEPTUAL MODEL OF NEGOTIATION CAPABILITY: REFERENCE PRACTICES FOR BUSINESS NEGOTIATORS

Summary: This chapter provides an overview of the thesis, indicating its main research objectives. The introduction starts with a general discussion about the ways that the negotiation topic has been studied during the last decades and some of the key contributions of this work are briefly indicated. Then, to conclude, the different sections of this thesis are described, providing a summary of each one.

Resumen: En este capítulo, se encuentra una visión global de la tesis, evidenciando los principales objetivos de la investigación. En el primer apartado de la introducción se realiza una discusión general de cómo se ha estudiado el tópico de negociación en las últimas décadas y son detalladas algunas de las principales contribuciones de este trabajo. Por último, las diferentes secciones que conforman esta tesis son descritas y resumidas.

INTRODUCTION

"Negotiations represent a flexible and rich family of exchange mechanisms by means of which economic parties may engage in search of acceptable solutions to support their respective operations" (Carbonneau & Vahidov, 2014, p.4035). The concept of negotiation has been of great interest among applied behavioral sciences researchers during the last 50 years, which includes such diverse areas as: psychology, political science, law, economics, communication, anthropology, and organizational behavior (Buelens, Van De Woestyne, Mestdagh, & Bouckenooghe, 2008; De Dreu & Carnevale, 2005; Harris, 1996). Likewise, the design of negotiation strategies has been studied from several perspectives which have in common the integration of three key factors that may influence the design of any negotiation strategy: goals (what goals the agent wants to achieve from undertaking a negotiation), counterparts (the nature of the other participants), and resources (the time and the resources available) (Baek & Kim, 2007; Carbonneau, Kersten, & Vahidov, 2008; Lin, Chen, & Chu, 2011; Monteserin & Amandi, 2013; Rahwan, McBurney, & Sonenberg, 2003).

Bazerman, Curhan, Moore, and Valley (2000) remark the evolution of the negotiation research, showing that during the 1960's and 1970's the study of negotiation received great attention "within the domain of social psychology", mainly focused on two subdomains: individual differences of negotiators and situational characteristics like: "the presence of constituencies (Druckman, 1967), parties' incentives and payoffs (Axelord &May, 1968), power (Marwell et al, 1969), deadlines (Pruitt & Drews, 1969), and the presence of third parties (Pruitt & Johnson, 1972)" (Bazerman et al., 2000, p.281). However, in the late 1970s, the cognitive revolution reduced the interest for interpersonal processes; as a result, negotiation research was restricted to offer data on the impact of objective alternative structures and did not explore the creation of negotiation structure. But "by the early 1980s, negotiations blossomed anew as probably the fastest growing area of teaching and research in the schools of management. Much of this growth was based on psychological research, specifically a behavioral decision-making perspective" (Bazerman et al., 2000, p.280). Hence, during the 1980's and early 1990's, "behavioral decision theory perspective largely reframed psychological research on negotiation" (Bazerman et al., 2000, p.283), as result of a more important interaction between descriptive and prescriptive researchers. In contrast, "the late 1990s brought many calls to reintroduce the social aspects of the negotiation process" which includes "social relationships, egocentrism, motivated illusions and emotion" (Bazerman et al., 2000, pp.279, 280). During these years the behavioral decision paradigm of negotiation was explicitly criticized for ignoring factors considered important in the negotiation process, like the backdrop of rationality (Bazerman et al., 2000; Greenhalgh & Chapman, 1995; Murnighan, 1994; Thompson, 2013).

It is clear that negotiation theory and research have grown in number over the past few decades (Liu, 2013). However, Tsay and Bazerman (2009) argue that "as the field of negotiation develops and expands", they believe that "the decision perspective will continue to play a central role" (p.472) in specific research areas such as: the decision-analytic approach, individual biases in negotiation, competitive biases in negotiation, social relationships, egocentrism in negotiation, motivated Illusions in negotiation, and attributional processes in negotiation. In particular, according to them, some of the significant new directions in negotiation research and practice include: ethics, as “ethical standards in negotiation are critical to understanding the nature of the negotiation game” (p. 472); emotions: as “emotions affect decision making in negotiations” (p. 474); negotiator intuition: as “the role of intuition remains an interesting and controversial issue for negotiation researchers and practitioners” (p. 475); and the natural negotiator view: as “recent research suggests that our inclination to believe that we are simply born with a fixed level of negotiation skill may be both tenacious and detrimental to negotiation outcomes” (p. 476).

In sum, during the last years, negotiation research has become more cognitive, and each decade of research has given researchers a new perspective from which to examine the complex field of negotiation (De Moor & Weigand, 2004; Menkel-Meadow, 2009; Nieuwmeijer, 1992; Penetrante, 2012; Thompson, Wang, & Gunia, 2010).

Likewise, there is a consensus that empirical studies are needed to gain insights into the phenomena of negotiation (Barry & Friedman, 1998; Cook & Campbell, 1976; Druckman, 1994, 2005; Harris, 1996; Liu, 2009; Menkel-Meadow, 2009; Moore & Murnighan, 1999; Nadler, Thompson, & Van Boven, 2003; Neale & Northcraft, 1991; Pruitt & Carnevale, 1993; Raiffa, 1982; Riva, 2006; Sackett & Larson Jr, 1990; Scandura & Williams, 2000; Thompson, 1990), as for example “on learning to contract, and more broadly on learning to partner” (Arino, Reuer, Mayer, & Jane, 2014, p.400). In addition, some authors describe the state of negotiation knowledge as being unorganized and largely untested in practice (Gulliver, 1979; Nieuwmeijer, 1992; Pruitt, 1986; Sinaceur, Adam, Van Kleef, & Galinsky, 2013). Considering that field studies in negotiation research continues to represent a minority of about 2%, and only 3 % of empirical negotiation-related studies are based on the experience of practicing managers (Buelens et al., 2008, pp.336, 338), due to the difficulty of recruiting professional negotiators to participate in negotiation research projects (Moore & Murnighan, 1999), this thesis intends to contribute to this gap in the literature by carrying out a qualitative research (Pratt, 2009), through a mixed method research approach, employing the method of grounded theory (Glaser & Strauss, 1967; Suddaby, 2006), following a combination of purposeful and theoretical sampling (Coyne, 1997), in multiparty negotiations (Carnevale & Pruitt, 1992; Wall & Blum, 1991) with negotiators (managers, CEOs and chairmen) from different countries and diverse sectors of activities, through observation techniques, initially self-observation (Delgado & Gutiérrez, 1994; Spradley, 1980; Valles, 2003) and later participant as observer (Gold, 1958; Junker, 1960), due to the twofold activity, business and academic, carried out by the author, which facilitated the connection between the endogenous and the exogenous observation (Valles, 2003) and the opportunity to conduct the empirical study to better understand how negotiators interact during the negotiation processes, as well as employing bibliometrics during the research period.

The first and main objective of this thesis is to contribute to the growing scholarly dialogue about negotiation and its repercussions. The second global objective of this work is to provide insights that would help refine extant theories with a deeper understanding of the phenomena of negotiation.

In particular, the development of the research showed that the ongoing discussion about negotiation needs to be complemented by a much clearer idea of how negotiators interact when carrying out a negotiation process and, discover what aspects promote the maintenance, or lead to the deterioration of business relationships (Barry, 1999; Buelens et al., 2008; Kumar, 1997).

To do so, this thesis adopts a holistic view of the dynamic phenomenon of negotiation by studying the interconnectedness of the concepts emerged from the study. In order to achieve these objectives, this thesis is composed of four chapters as well as an introduction. Chapter one provides initially the reasons for using a bibliometric approach to study the topic of negotiation capability, and it is divided in 4 subsections which show firstly, the preliminary analysis and first results based on the initial research question and key words, secondly the detailed analysis and the corresponding results, thirdly the extensive review of the relevant literature derived from the data emerged from the constant method of comparative analysis related to negotiation capability, which then is divided into two stages: first, the four theoretical lenses are discussed in detail and second, the literature on the topics of interest is reviewed: (1) ethics, (2) emotional intelligence, (3) decision-making and (4) leadership. In the fourth subsection, the research questions that arose during the study are outlined.

In Chapter two, the qualitative methodology used to carry out this study and the theoretical and practical reasons that justified taking a strategic mixed method research approach (Denzin, 2010; Jick, 1979; Mathison, 1988), are discussed. Hence, the choice of a interpretive paradigm and constructivist approach and the selection of qualitative analysis as well as qualitative data derived from the research method of grounded theory, techniques of observation and interviews and complemented by the integration of Bibliometrics, as a quantitative method, "for increasing the validity of evaluation and research findings" (Mathison, 1988, p.13) are described in detail.

Chapter three presents the findings and contributions that emerged from the study, which consists of two sections. The first section describes how the empirical study was structured. Then, a set of personal values and reference practices identified in the process of negotiation are detailed and the conceptual model of negotiation capacity, which shows how these values, dimensions and practices are interconnected and how they impact the maintenance of long term business relationships, is presented. Second, the evidence derived from the study in form of theoretical contributions and practical implications is presented.

In the fourth and last chapter, the main conclusions of the thesis are summarized, the limitations of the study are presented and suggestions for future lines of research are made.

"When you run into something interesting, drop everything else and study it."

(B.F. Skinner)

CHAPTER 1: LITERATURE REVIEW

CHAPTER 1: LITERATURE REVIEW

Abstract: This chapter initially addresses the reasons to conduct bibliometrics as a complement to this qualitative and quantitative mixed method research. Although interpretive research as grounded theory generally presents qualitative data prior to theory, this study provides the more traditional presentational strategy, showing the theoretical overview in the first chapter, in order to provide an easier reading of the study. The literature review emerged from the constant method of comparative analysis related to negotiation capability and it is divided in four sections as follows: The first section provides the initial literature review conducted in 2011 and the first results; The second section presents the bibliometric study carried out in 2012 and the corresponding results; The third section shows an extensive review of the most relevant papers identified in the fields of interest, which is fundamental for the design of the conceptual model about negotiation capacity, the main contribution of this work, and it is divided in two stages. First, the four theoretical lenses: (1) emotional intelligence, (2) social learning theory, (3) behavioral decision theory and (4) negotiation theory emerged from the study are discussed in detail; second, the literature on (1) ethics, (2) emotional intelligence, (3) decision making and (4) leadership is reviewed. In the fourth section, the research questions that emerged from the data collection and from the literature review are described.

Resumen: Este capítulo aborda inicialmente, las razones para llevar a cabo bibliometría como complemento a esta investigación de método mixto, cualitativo y cuantitativo. Aunque la investigación interpretativa, como teoría fundamentada, presenta generalmente los datos cualitativos previamente a la teoría, este estudio proporciona la estrategia de presentación más tradicional, facilitando en el primero capítulo una visión teórica general, con el fin de proporcionar una lectura más fácil del estudio. La revisión de la literatura relacionada con la capacidad de negociación surgida a partir del método de análisis comparativo constante, se divide en cuatro apartados. El primero apartado provee la revisión bibliográfica inicial realizada en 2011 y los primeros resultados; En el segundo apartado se presenta el estudio bibliométrico realizado en 2012 y los resultados correspondientes; El tercer apartado presenta una amplia revisión de los documentos más relevantes identificados en los campos de interés, que es fundamental para el diseño del modelo conceptual acerca de la capacidad de negociación, principal aporte de este

trabajo, y se divide en tres etapas. En primer lugar, son analizadas en detalle las cuatro lentes teóricas identificadas en el estudio: (1) inteligencia emocional, (2) la teoria del aprendizaje social, (3) la teoria de la decisión comportamental y (4) la teoria de la negociación; en segundo lugar, se revisa de manera más específica la literatura sobre ética, inteligencia emocional, toma de decisiones y liderazgo. En el cuarto apartado son descritas las preguntas de investigación que surgieron a partir de la recopilación de datos y de la revisión de la literatura

1.1 Negotiation Capability: A Bibliometric Approach to the mixed method research

In order to conduct this empirical research in the field of negotiation capability, this study follows an inductive and deductive approach, considering that "science, although based on systematic induction to a greater extent than other types of knowledge, also necessarily uses deduction", since "the induction and the deduction in science are not opposed to each other, but rather the deduction is intimately linked to the induction therein" because "there is a continuous interaction in the scientific method between experience and theory: based on experience, the theory is established, completed and reformed, and based on the theory the reality is captured and explained" (Sierra Bravo, 1986, pp.32, 33). According to Jick (1979), "there is a distinct tradition in the literature on social science research methods that advocates the use of multiple methods" (p.602), as well as "that qualitative and quantitative methods should be viewed as complementary rather than as rival camps" (p.602). This research takes a strategic mixed method research approach (Denzin, 2010; Jick, 1979; Mathison, 1988). Hence, this thesis combines participant observation, grounded theory (see Chapter 2), and bibliometric methods "for increasing the validity of evaluation and research findings" (Mathison, 1988, p.13). Suddaby (2006) states that "…most high-quality grounded theory research arises from an extensive and ongoing commitment to a line of theoretical research and an empirical site" (p.640). Having in account that "grounded theory is not an excuse to ignore the literature" (Suddaby, 2006, p.634) and "…that although formal theory can be generated directly from data, it is more desirable, and usually necessary to start the formal theory from a substantive one (Glaser & Strauss, 1967: 79)…" (Suddaby, 2006, p.635). The following sections will describe in detail the bibliometric analysis conducted in two different moments during the research, in

2011 and 2012 as well as the conceptual overview. In the words of Starbuck (2010), "too often, researchers begin by reviewing previous studies and formulating expectations that derive from and are consistent with previous studies. One result is that researchers learn little about the entities they purport to be studying and their 'findings' restate their own prior beliefs in new language (Starbuck, 1981, 1994, 2006b)" (p.1398). Therefore, it is important to underline that the concepts and framework described in this research are grounded in and have emerged from the study itself, and not being derived from theory that guided data collection and analysis (Glaser & Strauss, 1967). This research "followed core analytic tenets (i.e., theoretical sampling, constant comparison) in generating the data", as well as "theoretical sensitivity" in interpreting the data by combining "literature, data, and experience, and attention to subtleties of meaning" (Suddaby, 2006, p.640), while conducting grounded theory.

A brief explanation about bibliometrics and the reasons for having also employed this method, are explained below.

Bibliometrics

"Bibliometrics is a tool by which the state of science and technology can be observed through the traces of communication in the science-technology system, most notably the papers published in refereed journals" (Heimeriks & van den Besselaar, 2002, p.3). The term "statistical bibliography" was redefined as bibliometrics by Prichard in 1969 (Pritchard, 1969), considering that a new field of quantitative analysis had emerged. This field incorporates the application of mathematical and statistical methods to printed communication (Hulme, 1923; Okubo, 1997; Pritchard, 1969). Even though it is true that bibliometric methods are quantitative, according to Wallin (2005), they "…are used to make pronouncements about qualitative features", this requires transforming "something intangible (scientific quality) into a manageable entity". He also highlights the advantage of using "bibliometric methods to examine unlimited quantities of publications" (Wallin, 2005, p.261).

Okubo (1997) states that "bibliometric indicators are practical tools which can be used in combination with other indicators" (p.6). The main advantages that the bibliometric tools offer are, among others: "…be scaled from micro (institute) to macro (world) level" (Wallin, 2005, p.261), evaluate the current state of science (Merton, 1942; Motoyama & Eisler, 2011), help the decision-making (Ismail, Nason, Marjanovic, & Grant, 2009; Okubo, 1997) and research management (Okubo, 1997; Wallin, 2005); assess the growth of science and link methodologies to evaluations (Okubo, 1997, p.12), "provide information on the scientific orientation and dynamism of a country (or some other unit), and on its participation in science and technology worldwide…on its impact on both the national and the international community", "…identify and represent scientific networks and highlight links between countries, institutions and researchers…", "highlight the structure of scientific disciplines and the links between them", and describe and express questions that arise in the scientific world" (Okubo, 1997, p.20), helping to determine "what man made which discovery at what point in time" (Kuhn, 1962, p.761)

Yet, according to Okubo (1997, p.9), all these advantages explain why bibliometrics is applied to diverse fields including: the history of science, documentation (analyzing the quantity of journals needed to cover specific information in a given area of science), science policy, and the social sciences examining scientific literature, "as well as the motivations and networks of researchers". The scope of bibliometric techniques includes: publication patterns studies, word frequency analysis (Heimeriks & van den Besselaar, 2002; Peritz, 1983; Zipf, 1949), co-citation analysis (McCain, 1984; Moed, 2005; Noma, 1982; Price, 1981; Small & Greenlee, 1980; Sullivan, Koester, White, & Kern, 1980; White & Griffith, 1981); co-word analysis (Callon, Courtial, Turner, & Bauin, 1983; Leydesdorff, 1997; Rip & Courtial, 1984); and advanced statistical analysis of scientometric parameters (Haitun, 1982; Schubert & Glanzel, 1983). Each of these techniques has specific indicators of science and technology activity as: "the number of papers", "the number of citations", "the number of co-signers", "the number of patents", "the number of patent citations", and relational indicators as: "the number of co-publications", "the affinity index", "scientific links measured by citations", "correlations between scientific papers and patents", "the number of co-citations", "the co-occurrence of words", and "visual representation techniques for scientific fields and countries" (Okubo, 1997, pp. 24-31), that should be used according to the research objectives in a particular field (Lundberg, 2006). Nevertheless, there is now a widespread agreement that bibliometric approaches offer important advantages over other methods, because citations "are both unobtrusive and readily available" (Smith, 1981, p.84). However, it is clear that their analytical power derives mainly from being used in combination with other research methods like content analysis and peer review analysis, rather than independently (Moed, 2005).

As Raasch, Lee, Spaeth, and Herstatt (2013, p.1139) highlight, “many scholars argue that in order to extend our understanding of the evolution of emergent new research fields, it is important to study how scholars jointly create and recombine knowledge within and across disciplines (Birnbaum, 1981; McCain, 1998; Hessels and van Lente, 2008; Tsai and Wu, 2010)”.

Based on the aforementioned, this research takes a bibliometric approach to review the topic “negotiation”, and to understand the complex field of negotiation capability taking into consideration the data emerged from the study. The bibliometric analysis was developed in two different chronological stages: the first analysis was conducted in 2011 using a basic search equation that included two main keywords “Negotiation” and “Skill”. The second analysis was carried out in 2012, which was strengthened and deepened using three search equations that encompassed keywords related to: “negotiation”, “values” and “theories”, as may be observed in Table 4. Subsequently, the most outstanding papers on the fields of interest were reviewed. Next section presents the results of the initial analysis carried out in 2011.

1.1.1 Stage 1: Preliminary Analysis and First Results (2011)

For the preliminary analysis, the database Web of Science, more specifically its web platform, ISI Web of Knowlegde,[1] was selected as a source of publications related to the research topic. The construction of the search equation was based on the data that emerged from the field of interest, as well as on the previous literature review carried out in SCOPUS and ISI databases, which enabled the collection of related keywords. The search equation used in this preliminary analysis taking into account the keywords “Negotiation” and “Skill” may be observed in Table 1. Then, the main results regarding the dynamic of publication per country, the top 10 most productive journals and the top 10 most cited journals in the field of negotiation, the top 10 most productive authors and the top 10 most cited authors, the relationship of collaboration between authors, the relationship among

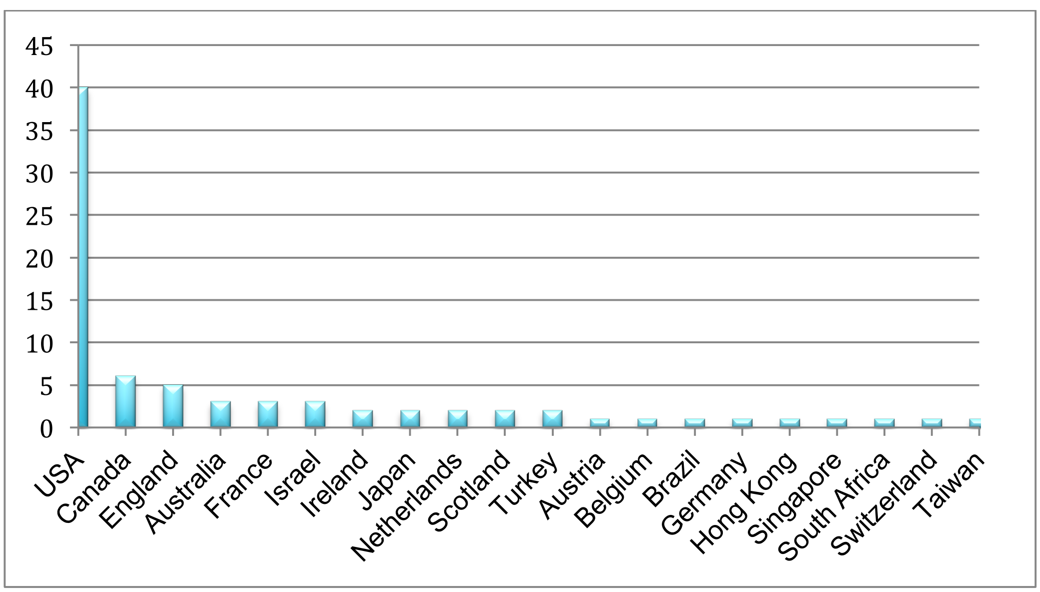
[1] Thomson Reuters’ database which integrates three academic journals database including: Science Citation Index (SCI), Social Sciences Citation Index (SSCI), and Arts and Humanities Citation Index (AHCI) which together offer a wide coverage of multidisciplinary research published in world leaders journals in science, social sciences, arts and humanities areas. The ISI offers comprehensive information on more than 16.000 journals, books and conferences in science, social sciences, arts and humanities. More than half (8,600) of these documents are scientific journals, available through the ISI Web of Knowledge platform, once the subscription is paid.

keywords related to negotiation, and the relationship among science categories, are presented below. This information offers an initial assessment about the topic of negotiation.

Table 1. Search Equation (preliminary analysis – 2011)

Search Equation	Number of Articles
Topic=(NEGOTIATION AND SKILL) Refined by: Document Types=(ARTICLE OR REVIEW) AND Web of Science Categories=(MANAGEMENT OR PSYCHOLOGY SOCIAL OR POLITICAL SCIENCE OR SOCIAL SCIENCES INTERDISCIPLINARY OR BUSINESS OR PSYCHOLOGY APPLIED OR ECONOMICS OR ENGINEERING INDUSTRIAL OR INDUSTRIAL RELATIONS LABOR OR INTERNATIONAL RELATIONS OR PSYCHOLOGY MULTIDISCIPLINARY OR COMMUNICATION OR SOCIOLOGY OR ETHICS OR OPERATIONS RESEARCH MANAGEMENT SCIENCE OR AREA STUDIES OR PSYCHOLOGY DEVELOPMENTAL OR SOCIAL ISSUES OR BEHAVIORAL SCIENCES OR ETHNIC STUDIES OR PSYCHOLOGY OR BUSINESS FINANCE) Timespan= Timespan=1956-2011. Databases=SSCI.	145

Figure 1. Dynamic of Publication per Country (preliminary analysis - 2011)



The preliminary analysis shows United States as the leader in number of publications in the field of negotiation, followed respectively by Canada and England (Figure 1), what is congruent with Okubo (1997, p.18) who remarks that "in order to be accepted in the vanguard, articles have to be written in a mainstream language; clearly, the accent today is on English, and the system is self-perpetuating (Garfield, 1988). Moreover, researchers in non-English-speaking countries who publish in English enjoy a comparatively wider presence, as is the case in Scandinavia (Sivertsen, 1991)".

Table 2. Top 10 Journals (preliminary analysis - 2011)

TOP 10 MOST PRODUCTIVE JOURNALS	TOP 10 MOST CITED JOURNALS
Negotiation journal	Journal of Personality and Social Psychology
Group decision and negotiation	Organizational behavior and human decision process.
Harvard business review	Journal of Applied Psychology
International journal of conflict management	Negotiation journal
Organizational behavior and human decision process.	The Academy of Management Journal
Creativity research journal	Psychological Bulletin
Cross cultural management-an international journal	Art Science Negotiation
Journal of applied social psychology	Academy of Management Review
Management science	American Psychologist
Personnel psychology	Getting yes negotiation

Table 2 shows that the most productive journals covering negotiation are: *Negotiation Journal*, followed by *Group Decision and Negotiation* and *Harvard Business Review,* whilst the most cited ones are: *Journal of Personality and Social Psychology, Organizational Behavior and Human Decision Process* and *Journal of Applied Psychology,* respectively.

Table 3. Top 10 Authors (preliminary analysis - 2011)

TOP 10 MOST PRODUCTIVE AUTHORS	TOP 10 MOST CITED AUTHORS
Gist, M E	Thompson, LI
Stevens, C K	Bazerman, MH
Thompson, L	Pruitt, DG
Balachandra, L	Fisher, RW
Kray, L J	Lax, DA
Ogilvie, J R	Raiffa, H
Patton, B	Lewicki, RJ
Sebenius, J K	Walton, RE
Watkins, M	Rubin, JZ
Aik, V C	Barry, B

In Table 3, Gist, Stevens and Thompson appear as the most productive authors, in this order. However, Thompson, Bazerman and Pruitt respectively, are the most cited ones.

Figure 2 shows the collaborations between two authors as in the case of Wheeler and Nelson; among three as is the case of Watson, Haines and Bretherton and more as may be observed with Tan, White, Foo, Elfenbein and Aik. It also shows individual publications, as for example, Movius, Teal and Hall, among others.

Figure 3 shows the relationship among keywords related to negotiation. As may be observed, *negotiation* is direct related to trust, honesty, emotional intelligence, emotional recognition, attitudes, behavior, analogical reasoning, conversation analysis, also to silence, persuasion, non-acceptance, interaction, as well as to competitive advantage, cross-cultural, learning, management, conflict, empowerment, negotiation pedagogy, training, leadership, advanced negotiation, negotiation skill, decision making, complexity, common ground, international negotiation, which in turn is also related to diplomatic negotiation, negotiation forums, multilateral negotiation, negotiation styles, and others. It is also possible to observe in Figure 3 other aspects correlated to negotiation as age differences, Big Five personality traits, mediation, unilateral and bilateral, legal matters among others.

Figure 2. Collaboration among Authors (preliminary analysis - 2011)

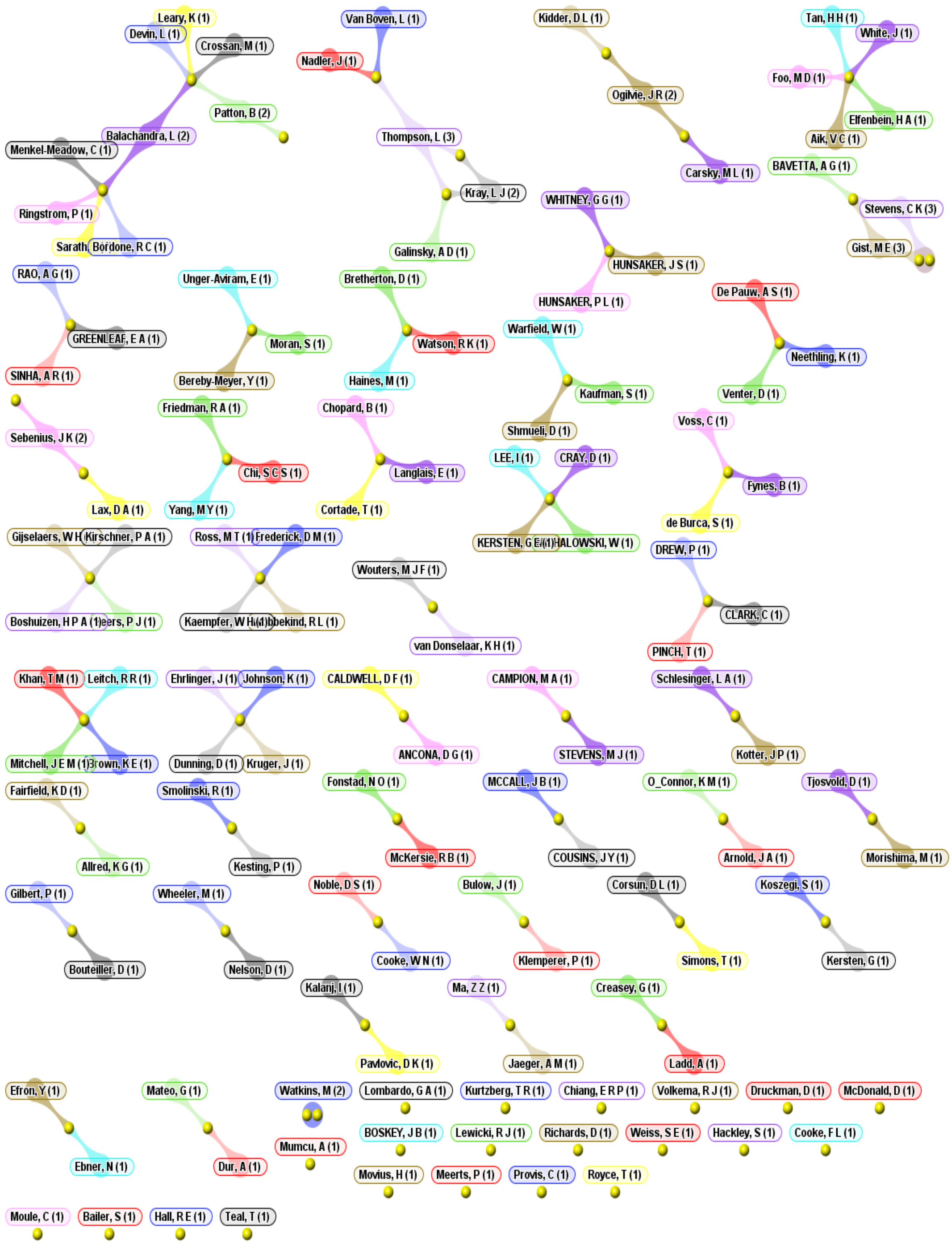
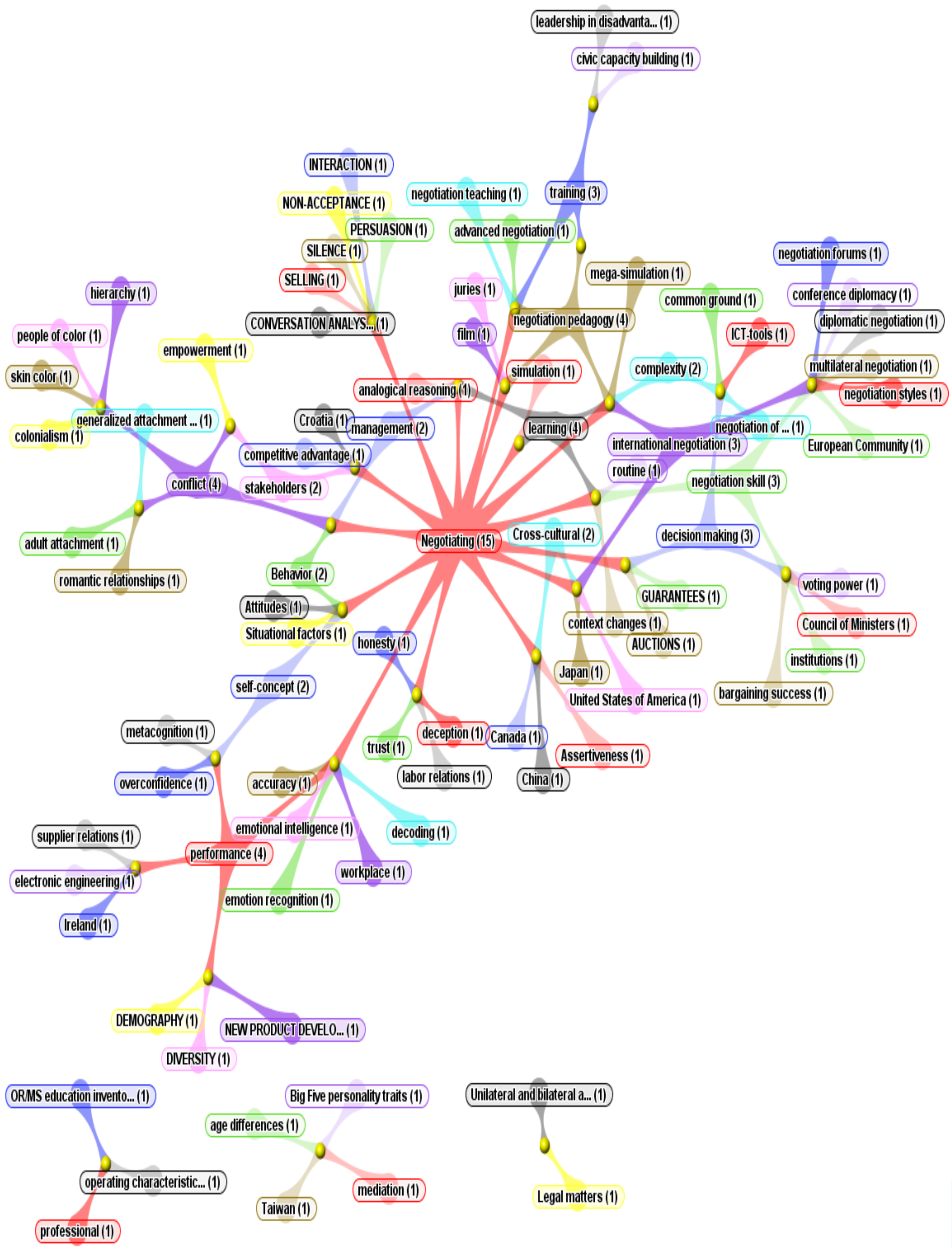
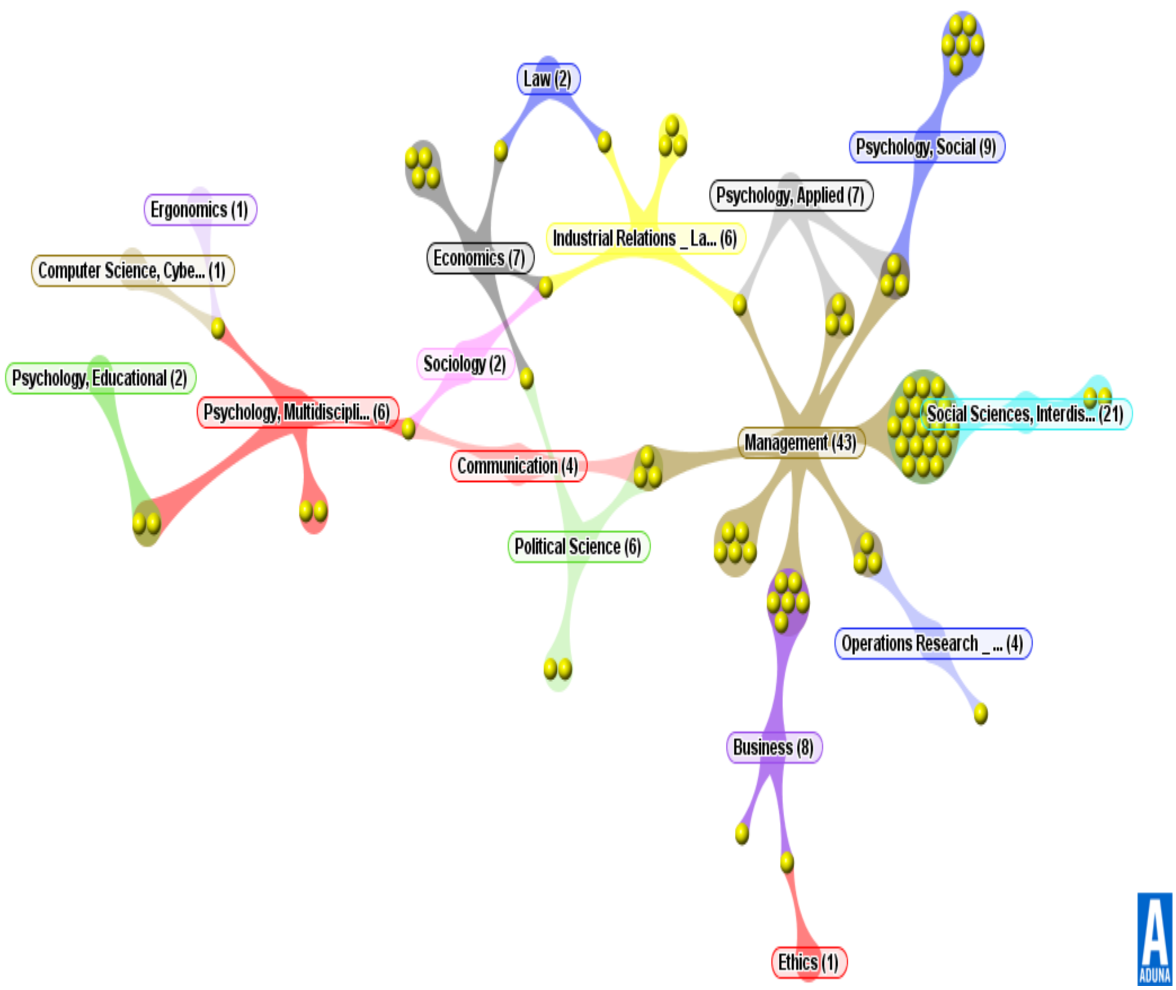


Figure 3. Relationship among Keywords Related to Negotiation (preliminary analysis - 2011)



Regarding science categories, as may be observed in Figure 4, negotiation is related to social sciences, among them social psychology, applied psychology, law, economics, communication, political science, sociology, also to ethics, management, business, and others.

Figure 4. Relationship among Science Categories (preliminary analysis - 2011).



Next section explains how the second stage of the bibliometric study was conducted, and subsequently the corresponding results are presented.

1.1.2 Stage 2: Detailed Analysis (2012)

In order to conduct the detailed analysis, the Web of Science database, namely its web platform, ISI Web of Knowledge, as in the first stage, was also the one chosen as a source of publications related to the research topic. The construction of the second search equation was developed based on the data emerged from the fieldwork and on the previous literature review that enabled the collection of more specific keywords.

The detailed database exploration took place in August of 2012. To this end, three search equations were used for three different approaches regarding the subject of negotiation, each one of them was entered in the field *Topic*, which also includes search fields as: Title, abstract and keywords, for a period of observation from 1900 to 2012. For this analysis, only academic articles and reviews classified in the Social Sciences Citation Index (SSCI) were considered. In turn, the results obtained from each search were refined according to their classification within the Web of Science Categories, which correspond to the thematic categories established by Thompson Reuters. The search equations employed and the number of results obtained, are shown in Table 4.

Once the information was obtained, it was treated using the text mining software, *Vantage Point*, through which duplicates and unrelated items were eliminated. From this database, aspects like the dynamic of publication, the most relevant journals, major authors, institutions that present the major number of publications, among other trends were reviewed.

The figures and tables that are offered in this descriptive report were obtained using the *Vantage Point* software, and in some cases with the support of the software Microsoft Excel.

Table 4. Search Equations Detailed Analysis (2012)

	Search Equation	*Results (Web of Science)*	*Results (Vantage Point)*
Negotiation	Topic=((negotiation$ NEAR/0 (International OR capabilit* OR capacit* OR skill$ OR abilit*)) OR (negotiation$ AND ("decision making" OR (best NEAR/0 practice$) OR "emotion recognition accuracy" OR behavior*))) Refined by: Document Types=(ARTICLE OR REVIEW) AND Web of Science Categories=(MANAGEMENT OR PSYCHOLOGY SOCIAL OR POLITICAL SCIENCE OR SOCIAL SCIENCES INTERDISCIPLINARY OR BUSINESS OR PSYCHOLOGY APPLIED OR ECONOMICS OR ENGINEERING INDUSTRIAL OR INDUSTRIAL RELATIONS LABOR OR INTERNATIONAL RELATIONS OR PSYCHOLOGY MULTIDISCIPLINARY OR COMMUNICATION OR SOCIOLOGY OR ETHICS OR OPERATIONS RESEARCH MANAGEMENT SCIENCE OR AREA STUDIES OR PSYCHOLOGY DEVELOPMENTAL OR SOCIAL ISSUES OR BEHAVIORAL SCIENCES OR ETHNIC STUDIES OR PSYCHOLOGY OR BUSINESS FINANCE) Timespan=All Years. Databases=SSCI. Lemmatization=On	1958	943
Values	Topic=((negotiation$ AND (((spiritual OR individual) AND value$) OR Trust OR Honesty OR Humility OR Forgiveness OR Consideration OR Happiness OR Gratitude OR Trustworthiness OR Respect OR Humanity OR Integrity OR "ethical leadership"))) Refined by: Document Types=(ARTICLE OR REVIEW) AND Web of Science Categories=(MANAGEMENT OR POLITICAL SCIENCE OR PSYCHOLOGY SOCIAL OR SOCIAL SCIENCES INTERDISCIPLINARY OR ECONOMICS OR BUSINESS OR INTERNATIONAL RELATIONS OR SOCIOLOGY OR COMMUNICATION OR ENGINEERING INDUSTRIAL OR PSYCHOLOGY APPLIED OR RELIGION OR AREA STUDIES OR PSYCHOLOGY MULTIDISCIPLINARY OR ETHNIC STUDIES OR INDUSTRIAL RELATIONS LABOR OR OPERATIONS RESEARCH MANAGEMENT SCIENCE OR PSYCHOLOGY OR PSYCHOLOGY DEVELOPMENTAL OR SOCIAL ISSUES OR BUSINESS FINANCE OR ETHICS OR BEHAVIORAL SCIENCES) Timespan=All Years. Databases=SSCI. Lemmatization=On	873	873
Theories	Topic=(((Negotiation OR "Social learning" OR "Behavioral decision") NEAR/0 Theor*) OR "Emotional intelligence") Refined by: Document Types=(ARTICLE OR REVIEW) AND Web of Science Categories=(PSYCHOLOGY SOCIAL OR MANAGEMENT OR PSYCHOLOGY MULTIDISCIPLINARY OR PSYCHOLOGY APPLIED OR BUSINESS OR SOCIAL SCIENCES INTERDISCIPLINARY OR INDUSTRIAL RELATIONS LABOR OR SOCIOLOGY OR PSYCHOLOGY OR BEHAVIORAL SCIENCES OR PSYCHOLOGY DEVELOPMENTAL OR BUSINESS FINANCE OR OPERATIONS RESEARCH MANAGEMENT SCIENCE OR POLITICAL SCIENCE OR COMMUNICATION OR ENGINEERING INDUSTRIAL OR SOCIAL ISSUES OR ECONOMICS OR RELIGION OR INTERNATIONAL RELATIONS OR ETHICS) Timespan=All Years. Databases=SSCI. Lemmatization=On	1421	1318

1.1.2.1 Results of the Detailed Analysis (2012)

Each of the search equations presented in Table 4 has a different goal; therefore the results obtained from the three explorations were analyzed separately. However, as there is a common theme to all the three approaches, it is very likely that some articles are present both in the results obtained by one equation as well as by another.

1.1.2.1.1 First Exploration: Negotiation (2012)

With the first equation, the search aimed to find general information related to negotiation aspects such as: skills, best practices, and decision-making among other aspects that were also subjects of interest.

Once the information was filtered, a base of 943 documents was provided, whose nature largely corresponds to academic articles. 85.58% of the documents are in the category of articles, 9.23% corresponds to articles initially presented in a conference and subsequently adapted in order to be published in a journal (proceedings paper), and 0.53% represents those papers that are part of a chapter of a book, while 4.67% are reviews as may be observed in Figure 5.

Figure 5. Types of Documents (first search equation - 2012)

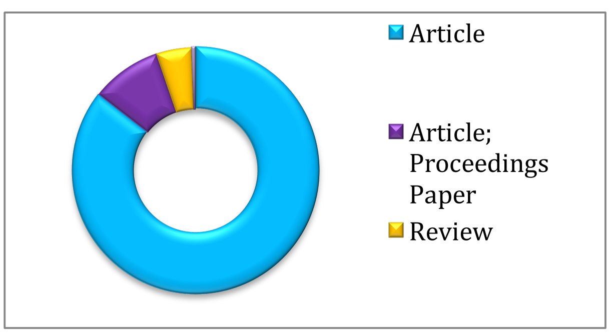
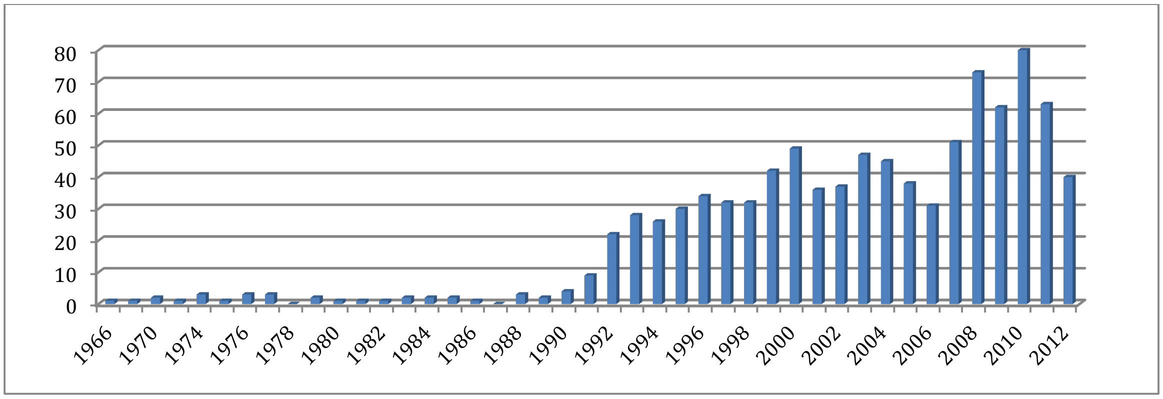


Figure 6. Dynamic of Publication (first search equation - 2012)



As for the date of publication, the first document was published in 1966, without much impact in the field until 1990, the year in which the level of scientific production starts a major growth. However, it is in 2010 when its peak is reached with 80 publications, after a significant decline in 2006 as observed in Figure 6.

In its beginnings, the field related to negotiation was prominent in areas like Government & Law and International Relations, as well as Psychology and Psychiatry. Although psychology remained in force as an area of interest over time, many other areas became less prominent. However, areas like Business & Economics and Social Sciences gained relevance, as shown in Figure 7.

Figure 7. Development of Research Areas (first search equation - 2012)

For the chosen period of observation, Business & Economics with 758 records, Psychology with 247 records, Social Sciences-Other topics with 206 records, Government & Law with 149 records, International relations with 92 records, Communication with 87 records, Operations Research & Management Science with 44 records, Environmental Sciences & Ecology with 26 records and Computer Science with 13 records, are highlighted as the main areas.

The countries to which corresponds a higher scientific productivity are, in descending order: United States, Netherlands, Canada, UK, Germany, China, Australia, Spain, France and Israel. Figure 8 shows a colour classification of the countries according to the number of documents published in each one, as well as the two most representative institutions, and authors of the five countries with the highest production. As it may be observed, most of South America, Africa and Oceania presented no record, while the most active countries were in the range of production of between 1 to 9 documents.

Figure 8. Scientific Production per Country (first search equation - 2012)

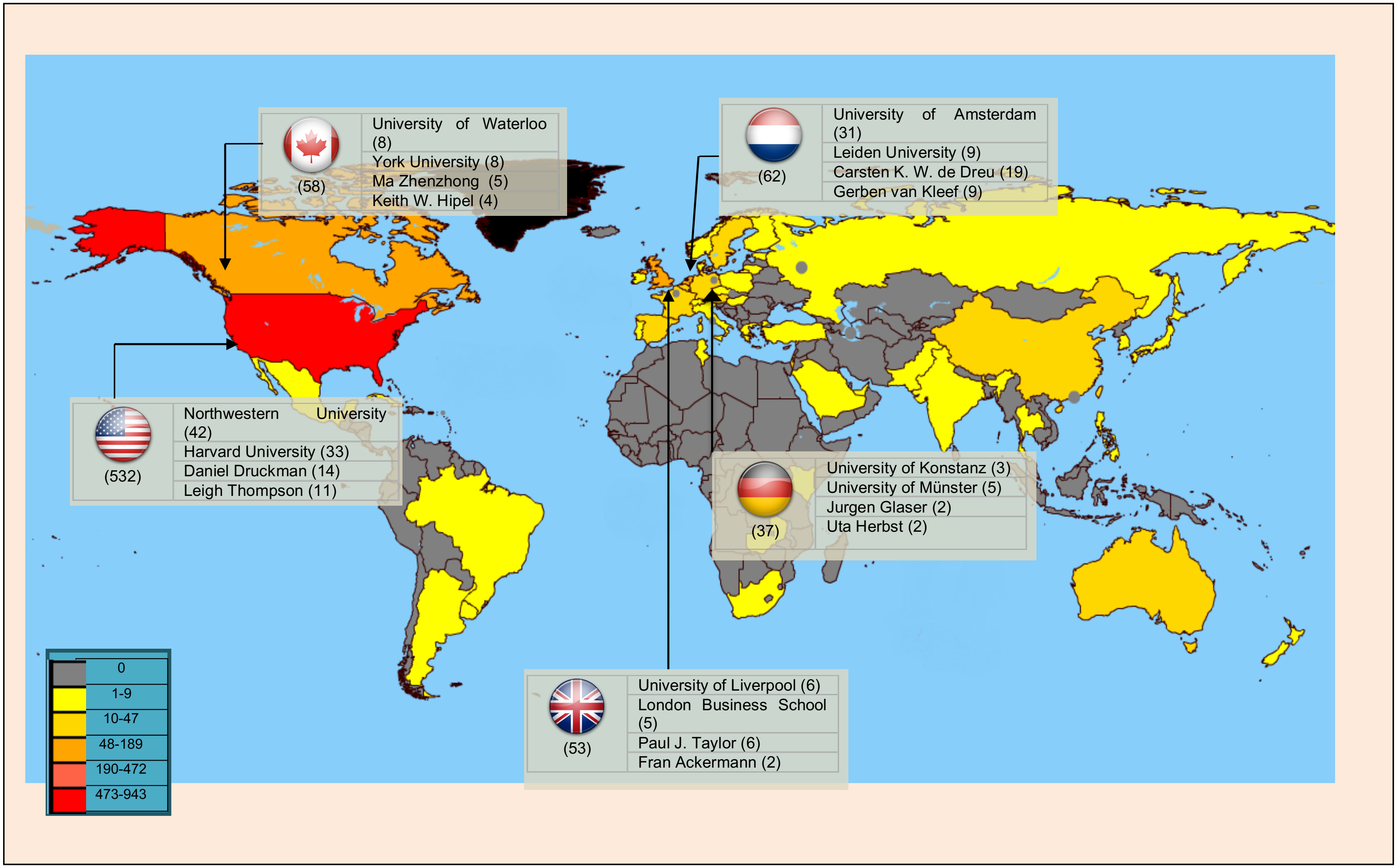
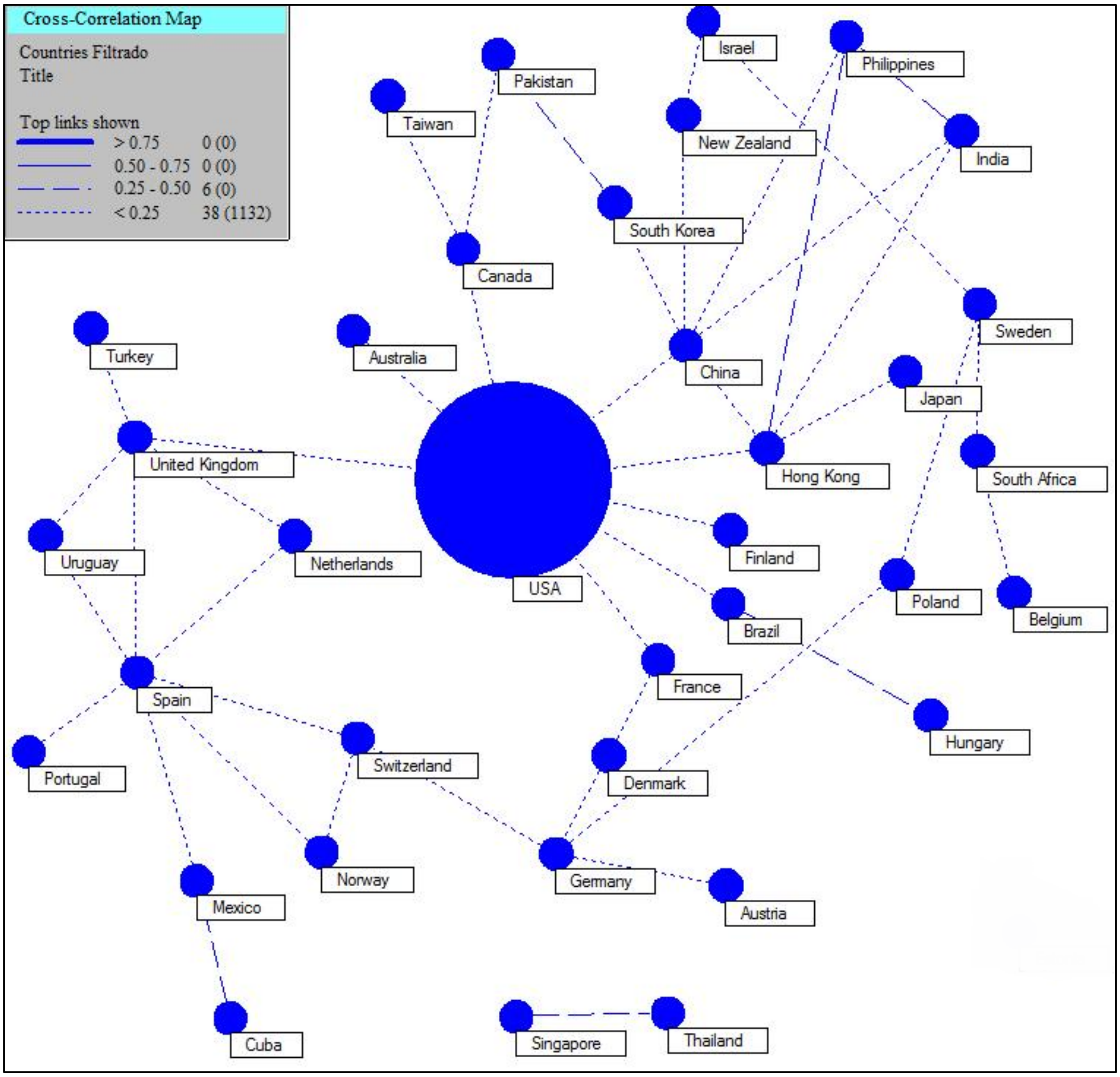


Figure 9 shows the correlation map of collaboration among the countries that present some scientific production in the sample. The size of the sphere is proportional to the number of documents that are attributed to each country and the style of the line joining them, corresponds to the degree of cooperation between them. Thus, a thicker line indicates a higher level of correlation and therefore of collaboration. The criteria used to build this chart were the titles of the documents in which they participate. Hence, United States accounts for approximately 56.4% of the documents. That means that from the 943 results, 532 are from US institutions and/ or authors, and it is also the country with a greater number of collaborations although to a lower degree.

Figure 9. Correlation Map among Countries (first search equation - 2012)



Regarding the institutions that support the review and articles of the sample, 97.7% were academic institutions, however there are also, though in a minority percentage, government-type (0.9%) and corporate-type (1.4%).

Among the corporate-type institutions we have: Cray Research Inc., Creative Associates International, Inc., Virginia, Energetics Incorporated, Goldman Sachs & Co, Gordian Health Solutions, Inc., Hong Kong Professional & Educational Services Limited, IBM

Thomas J. Watson Research Center, Intel Corporation, McKinsey & Company Inc, Swi Systemware Inc.

While in the government-type we have: Cooperative Research Centre for National Plant Biosecurity, Australia; Center for Naval Analyses Arlington, The Research Institute on Alcoholism (RIA-Buffalo, New York).

The institutions with greater visibility are those located in U.S. territory, what is consistent with the majority participation of the United States in this sample (Table 5).

Table 5. Top 20 Institutions (first search equation - 2012)

	Productivity (Number of articles)	***Institution***
1	*42*	*Northwestern University*
2	*33*	*Harvard University*
3	*31*	*University of Amsterdam*
4	*23*	*University of Maryland*
5	*20*	*Stanford University*
6	*17*	*University of Pennsylvania*
7	*16*	*Columbia University*
8	*16*	*George Mason University*
9	*16*	*Michigan State University*
10	*15*	*University of California, Berkeley*
11	*14*	*New York University*
12	*13*	*Cornell University*
13	*13*	*University of Washington*
14	*13*	*Washington University*
15	*12*	*University of Illinois*
16	*12*	*University of Texas*
17	*11*	*Georgetown University*
18	*11*	*University of Minnesota*
19	*11*	*University of Wisconsin*
20	*10*	*American University*

Table 6 presents the ranking of the top twenty journals that have made a greater number of publications. Moreover, the cumulative frequency of citations received by each document published by the journal has been calculated under the parameters of the equation, from the date of publication until the closing date of this search (August 2012). Yet, an index citation for each one of the journals of the table has also been calculated, evaluating the visibility that it has had within the sample. The *impact factor*[2] that corresponds to each one according to the *Journal Citation Report*[3] is indicated in the last column. This impact factor is calculated by dividing the number of current citations of items published in the two previous years by the total number of articles/ reviews published in the two previous years.

[2] The impact factor of a journal is the number of times that a published academic article is cited on average in a particular journal. It is a tool to compare journals and assess the relative importance of a journal within a scientific field.

[3] The Journal Citation Reports (JCR) offers a systematic and objective way to critically evaluate the world's leading journals. In compiling the references cited (provided by the own-authors of the papers), JCR, available in editions for Social Science and Science, allows measuring the influence and the impact of the researches conducted (at the journals and categories level) and shows the relations between the journals that cite and the ones that are cited.
http://ip-science.thomsonreuters.com/es/productos/jcr/

Table 6. Top 20 Journals (first search equation - 2012)

	Number of Articles (n_i)	Journal (i)	Citations Number (c_i)	$\frac{c_i}{n_i}$	F. impacto* JCR 2011
1	99	*GROUP DECISION AND NEGOTIATION*	640	6,46	1,017
2	76	*ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES*	2512	33,05	3,129
3	66	*INTERNATIONAL JOURNAL OF CONFLICT MANAGEMENT*	764	11,58	0,250
4	49	*NEGOTIATION JOURNAL*	85	1,73	0,197
5	36	*JOURNAL OF APPLIED PSYCHOLOGY*	832	23,11	4,308
6	30	*JOURNAL OF CONFLICT RESOLUTION*	719	23,97	2,237
7	27	*NEGOTIATION JOURNAL-ON THE PROCESS OF DISPUTE SETTLEMENT*	197	7,30	---
8	20	*EUROPEAN JOURNAL OF OPERATIONAL RESEARCH*	309	15,45	---
9	18	*INTERNATIONAL ORGANIZATION*	492	27,33	2,980
10	16	*JOURNAL OF ORGANIZATIONAL BEHAVIOR*	404	25,25	3,854
11	16	*MANAGEMENT SCIENCE*	434	27,13	1,733
12	14	*JOURNAL OF BUSINESS ETHICS*	95	6,79	0,963
13	12	*JOURNAL OF ECONOMIC PSYCHOLOGY*	49	4,08	1,069
14	11	*ECOLOGICAL ECONOMICS*	209	19,00	2,713
15	10	*INTERNATIONAL STUDIES QUARTERLY*	58	5,80	1,265
16	9	*JOURNAL OF BUSINESS RESEARCH*	107	11,89	1,872
17	9	*JOURNAL OF INTERNATIONAL BUSINESS STUDIES*	236	26,22	3,557
18	9	*SMALL GROUP RESEARCH*	209	23,22	1,345
19	8	*HUMAN COMMUNICATION RESEARCH*	218	27,25	1,836
20	8	*INDUSTRIAL MARKETING MANAGEMENT*	81	10,13	1,530

* This data corresponds to the published impact factor for 2011.

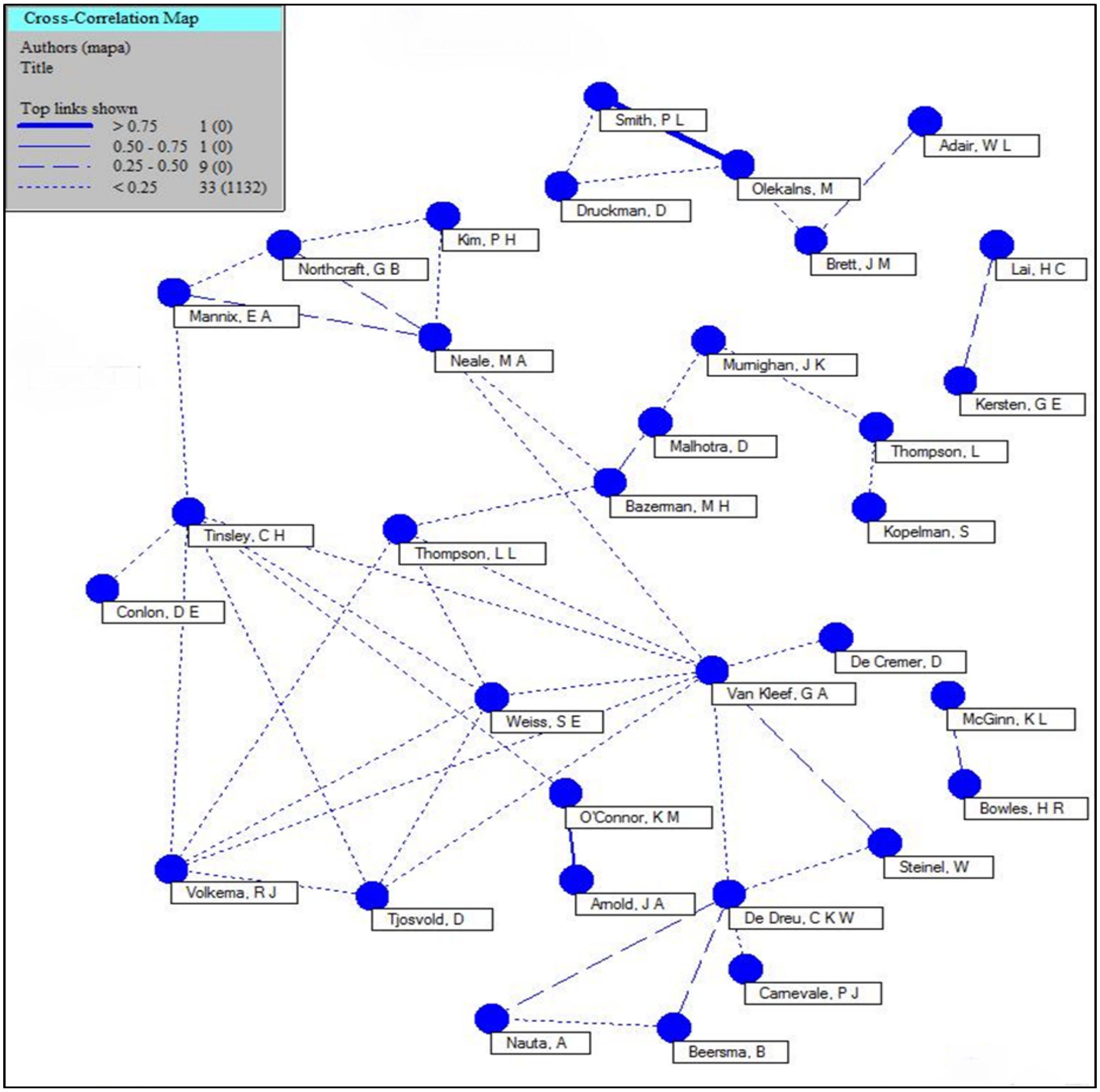
As a quality indicator, the calculated citation index indicates that the journal Organizational Behavior and Human Decision Processes is more relevant, according to the search parameters selected, than the journal Group Decision and Negotiation located in the first position of the ranking.

In general, journals with a high citation index in the sample have a corresponding greater impact factor according to the Journal Citation Report, that means that the information that is listed there is not only relevant to the specific interests of the sample but also to the scientific community regarding the different subjects addressed.

Figure 10 shows a map of correlation between the authors, in order to represent the level of existing cooperation based on the documents on which they share authorship. The type of line shown in Figure 10 represents a higher or lower level of correlation, for example, between the authors Smith, Philip L. and Olekalns, Mara, there is a high level of correlation, which doesn´t happen between Van Kleef, Gerben A. and De Cremer, D., for whom the level of correlation is low.

This graph was constructed based on the data collected for the ranking of the first thirty-three authors. At the same time, it is possible to note that, as there are authors like Conlon, Donald E., who use to work individually, there are also others who use to work together most of the time, as Van Kleef, Gerben. Reviewing the number of authors per paper, it was observed that 39.02% of the total had two authors, 28.84% had one author, and 22.06% had three authors. Documents with six or more authors only occurred in 1.17% of the cases.

Figure 10. Correlation Map among the Authors (first search equation - 2012)

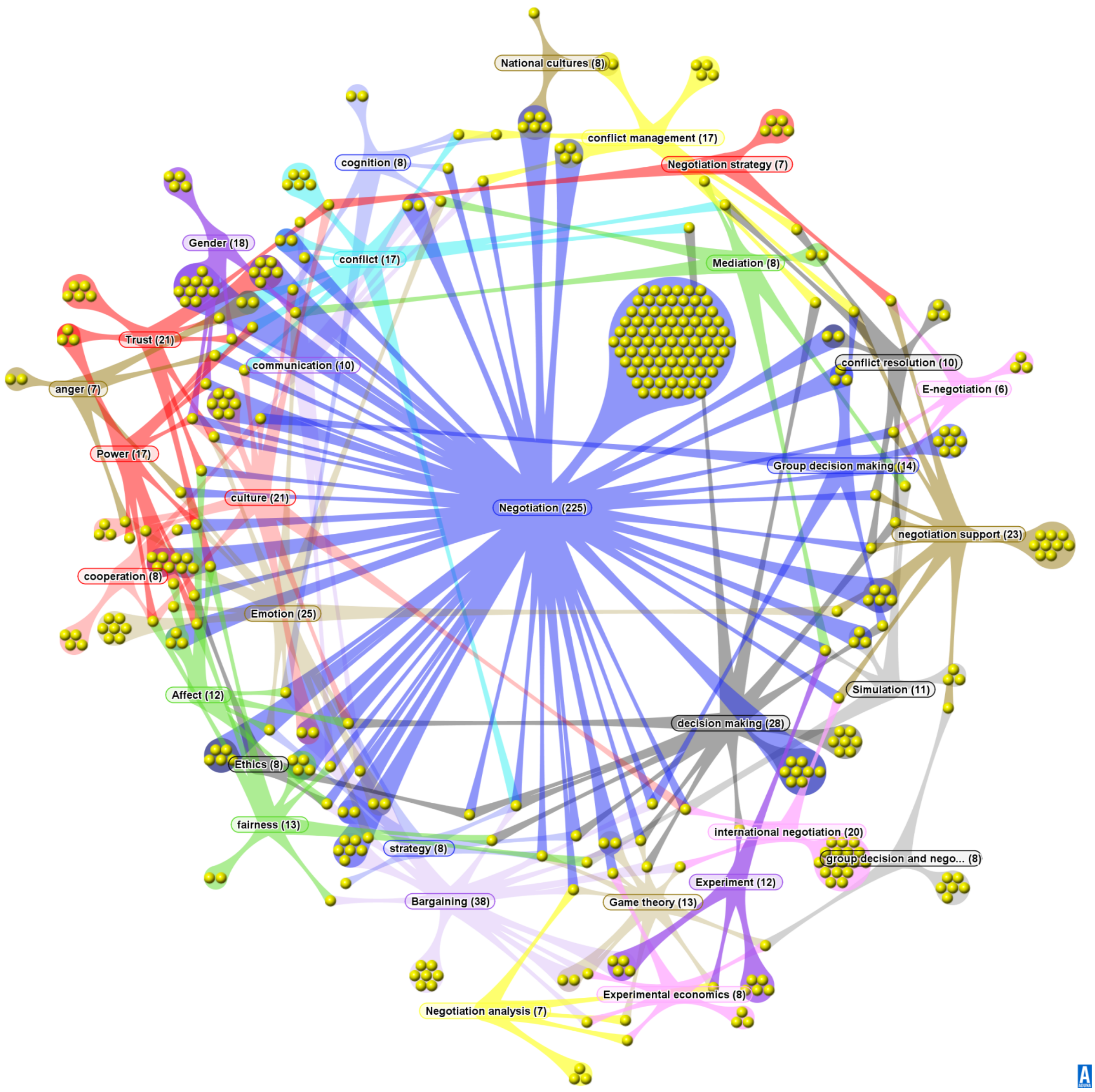


Regarding the scientific productivity of the authors, Table 7 shows the ranking of the 19 authors who have made the most significant contributions to the field of negotiation.

Table 7. Top 19 Authors (first search equation - 2012)

Productivity	***Authors***
19	*De Dreu, Carsten K W*
19	*Druckman, Daniel*
13	*Thompson, Leigh*
11	*Neale, Margaret A*
10	*Bazerman, Max H*
9	*Olekalns, Mara*
9	*Van Kleef, Gerben A*
8	*Gelfand, Michele J*
8	*Schweitzer, Maurice E*
7	*Graham, John L*
7	*Kersten, Gregory E*
7	*Tjosvold, Dean*
6	*Conlon, Donald E*
6	*Northcraft, Gregory B*
6	*O'Connor, Kathleen M*
6	*Smith, Philip L*
6	*Stuhlmacher, Alice F*
6	*Taylor, Paul J*
6	*Tinsley, Catherine H*

Figure 11. Aduna Cluster Map: Author´s Keywords (first search equation - 2012)



The keywords specified by the authors in their publications provided guidance on what has been studied in the field of research. In order to visualize how the Keywords overlap and become relevant, an Aduna Cluster Map was obtained from the thirty-two absolutely most frequent keywords (Figure 11). A spider shaped figure with different colours symbolizes each keyword, where the points at the ends represent the number of documents in which a particular keyword appears. Superpositions occur when two keywords share participation in a certain number of documents. The map in Figure 11 provides a useful overview of how other keywords are related to negotiation. These types of displayed connections allow getting a quick overall picture of the field.

As per the numbers of citations, Table 8 shows the list of the five documents that have received the highest number of citations from the corresponding time of their publication until the date of execution of this search. Each document presents the total of citations received, the date of publication, and the thematic areas regarding each journal, the authors and the keywords specified by the author. It also shows the Keywords Plus, which are the words or phrases generated by the ISI Web of Knowledge that appear frequently in the titles of the references of an academic article, but that do not necessarily appear in the title of the article in itself. They may be present in papers that do not mention author´s keywords, or may include important terms that have not been listed and correspond to the titleor abstract.

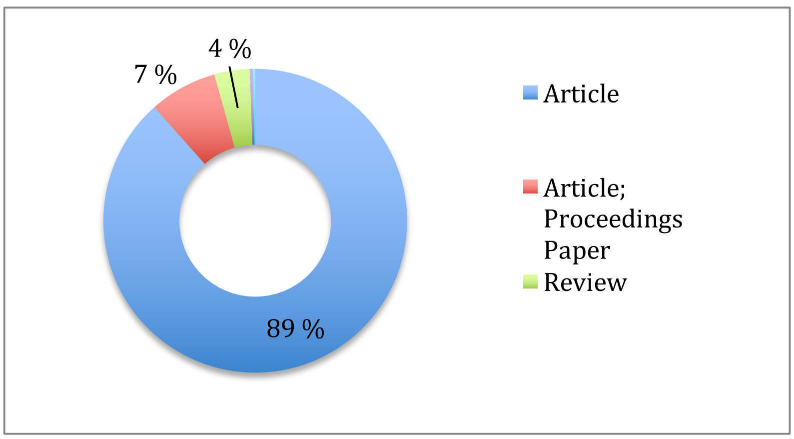
Table 8. 5 Most Cited Papers (first search equation - 2012)

Titlle	*Citations Number*	*Publication Year*	*Subject Category*	*Authors*	*Keywords author`s*	*Keywords Plus*
THE ROLE OF TRUST IN ORGANIZATIONAL SETTINGS	291	2001	Business & Economics	Dirks, K T Ferrin, D L	attitudes ; Trust ; work behavior ; work performance	citizenship behavior ; communication ; distrust ; information ; integrative model ; interpersonal-trust ; job-satisfaction ; negotiation ; procedural justice ; team performance
NEGOTIATION BEHAVIOR AND OUTCOMES - EMPIRICAL-EVIDENCE AND THEORETICAL ISSUES	217	1990	Psychology	Thompson, L		
UNFAIRNESS, ANGER, AND SPITE: EMOTIONAL REJECTIONS OF ULTIMATUM OFFERS	196	1996	Business & Economics Psychology	Murnighan, J K Pillutla, M M		appraisal ; fairness ; games ; information ; strategic behavior
MAXIMIZING CROSS-FUNCTIONAL NEW PRODUCT TEAMS' INNOVATIVENESS AND CONSTRAINT ADHERENCE: A CONFLICT COMMUNICATIONS PERSPECTIVE	180	2001	Business & Economics	Lovelace, K Shapiro, D L Weingart, L R		behavior ; bias ; diversity ; negotiation ; performance ; predictors ; project groups ; top management teams ; trust
AFFECTIVE INFLUENCES ON JUDGMENTS AND BEHAVIOR IN ORGANIZATIONS: AN INFORMATION PROCESSING PERSPECTIVE	163	2001	Business & Economics Psychology	Forgas, J P George, J M		acquisition ; feeling good ; job-satisfaction ; memory ; performance ; personality ; positive mood ; state ; strategies ; work

1.1.2.1.2 Second Exploration: Personal Values Associated to Negotiation (2012)

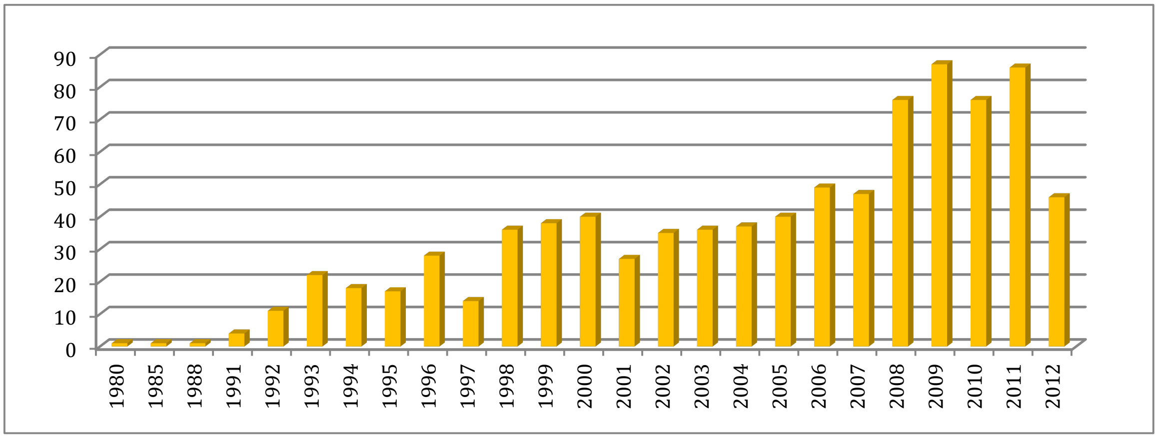
In the second equation (Figure 12), the search aimed to find those academic works in which were identified personal values and aspects related to negotiation. From the 873 results, from which statistics were finally obtained, 89% correspond to articles, 7% to articles that were originally presented in a conference and subsequently adapted for publication in a journal (proceedings paper). To a lesser extent articles and reviews that are chapters of a book were also found.

Figure 12. Types of Documents (second search equation - 2012)



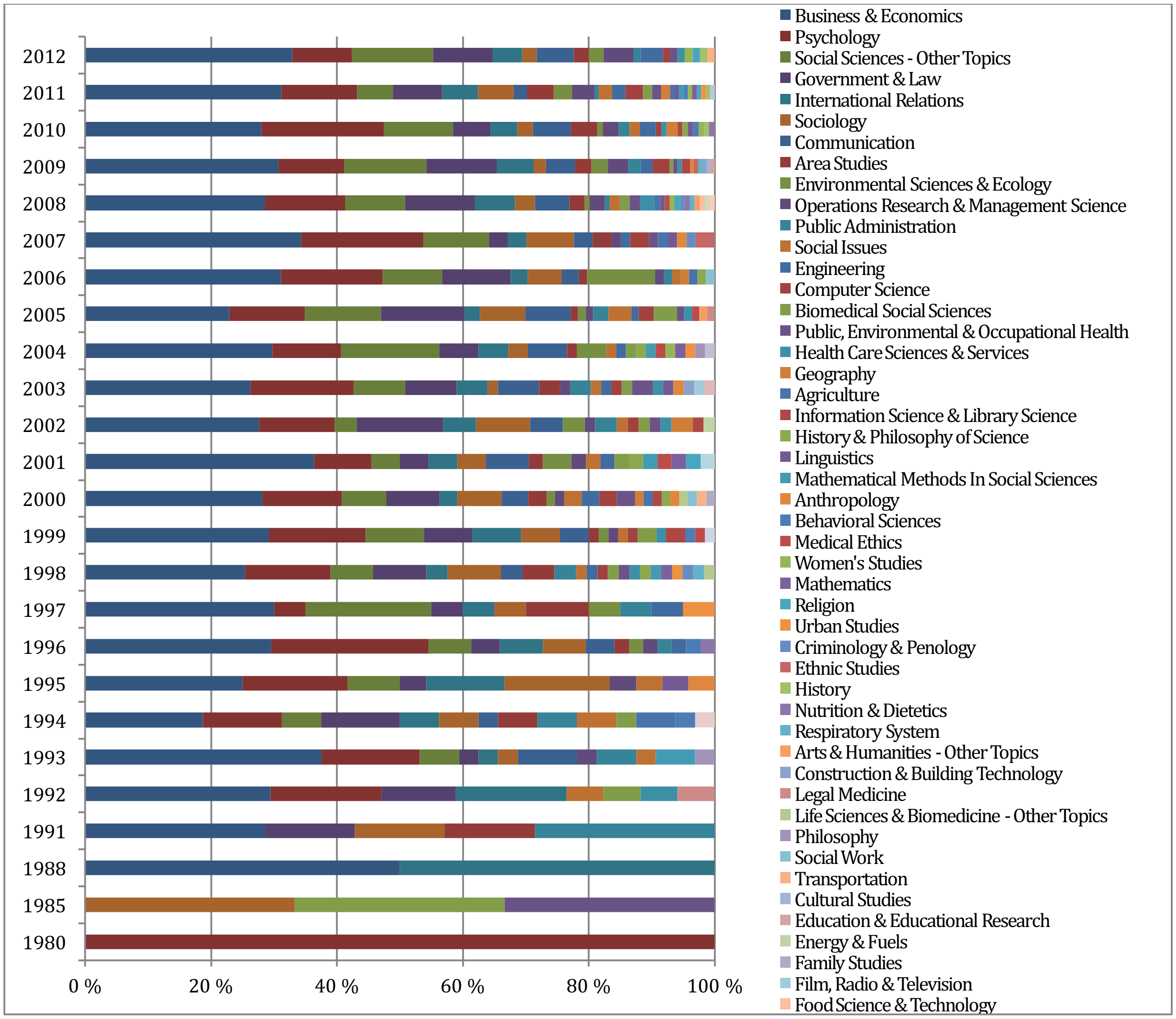
The first publication to address the topics of interest of this exploration was published in 1980 in the area of Psychology, fourteen years after the publication of the first paper about the subject of negotiation. However, as observed in the first exploration, the production started to increase during the nineties, and it is only in the year 2008 when there is a greater development that remains during the subsequent years. It is important to consider that since the capture of information was carried out in mid-August, the year 2012 does not represent the total year of production (Figure 13).

Figure 13. Dynamic of Publication (second search equation - 2012)



The main thematic areas of the publications are classified, as follows: Business & Economics (425 records), Psychology (199 records), Social Sciences and Other topics (135 records), Government & Law (125 records), International relations (74 records), Sociology (72 records), Communication (67 records), Area Studies (40 records), Environmental Sciences & Ecology (32 records) and Operations Research & Management Science (31 records). The development of these and other thematic areas over time can be observed in Figure 14.

Figure 14. Development of Subject Areas (second search equation - 2012)

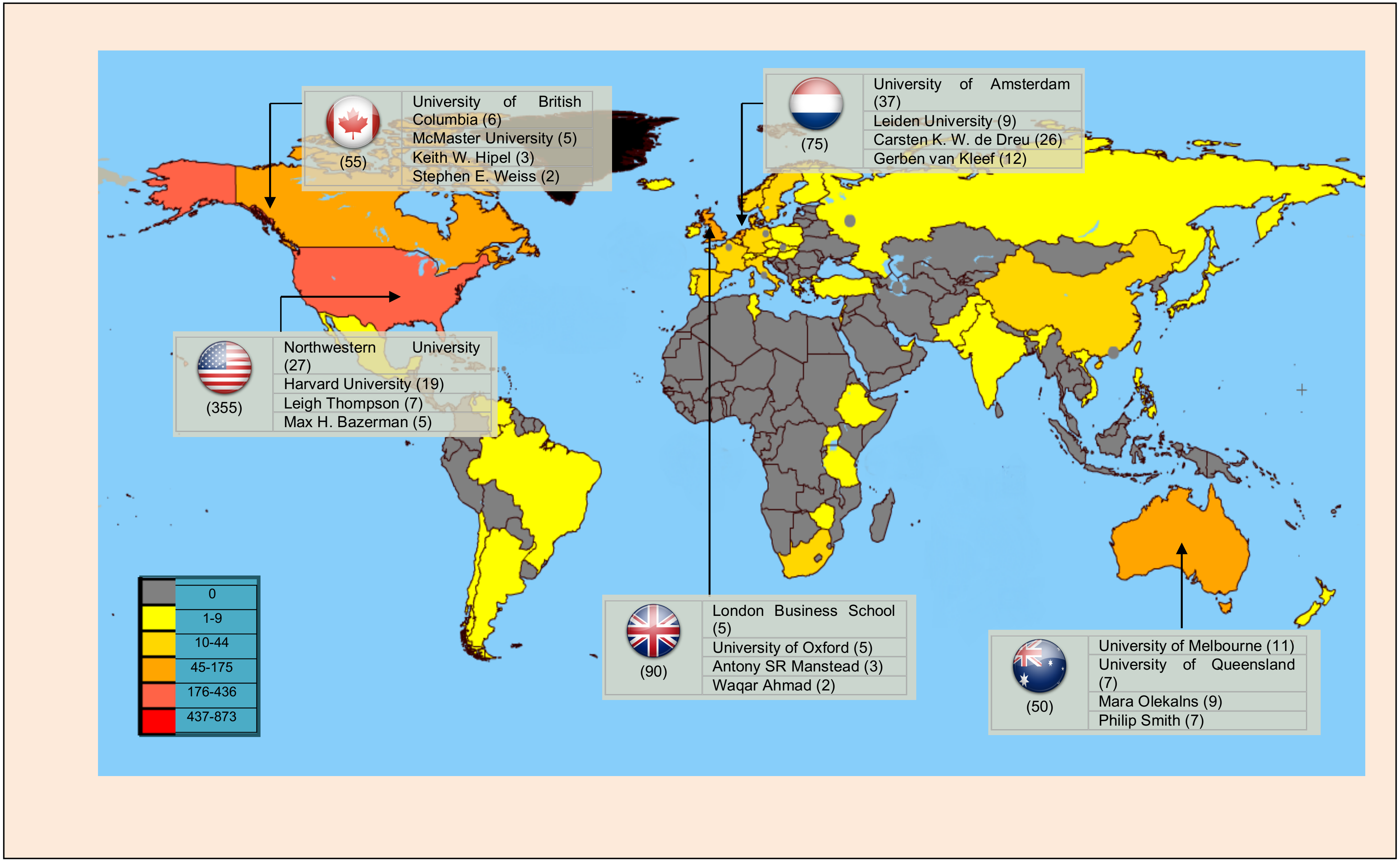


The countries to which corresponds a higher scientific productivity are, in descending order: United States (355 records), United Kingdom (90 records), Netherlands (75 records), Canada (55 records), Australia (50 records), Germany (33 records), France (30 entries), China (24 entries), Israel (18 entries) and Sweden (17 entries).

Figure 15 shows the stratification of the countries by color, according to their scientific production identified in the sample. The total number of publications and the two authors and institutions most representative are shown for each of the five leading countries.

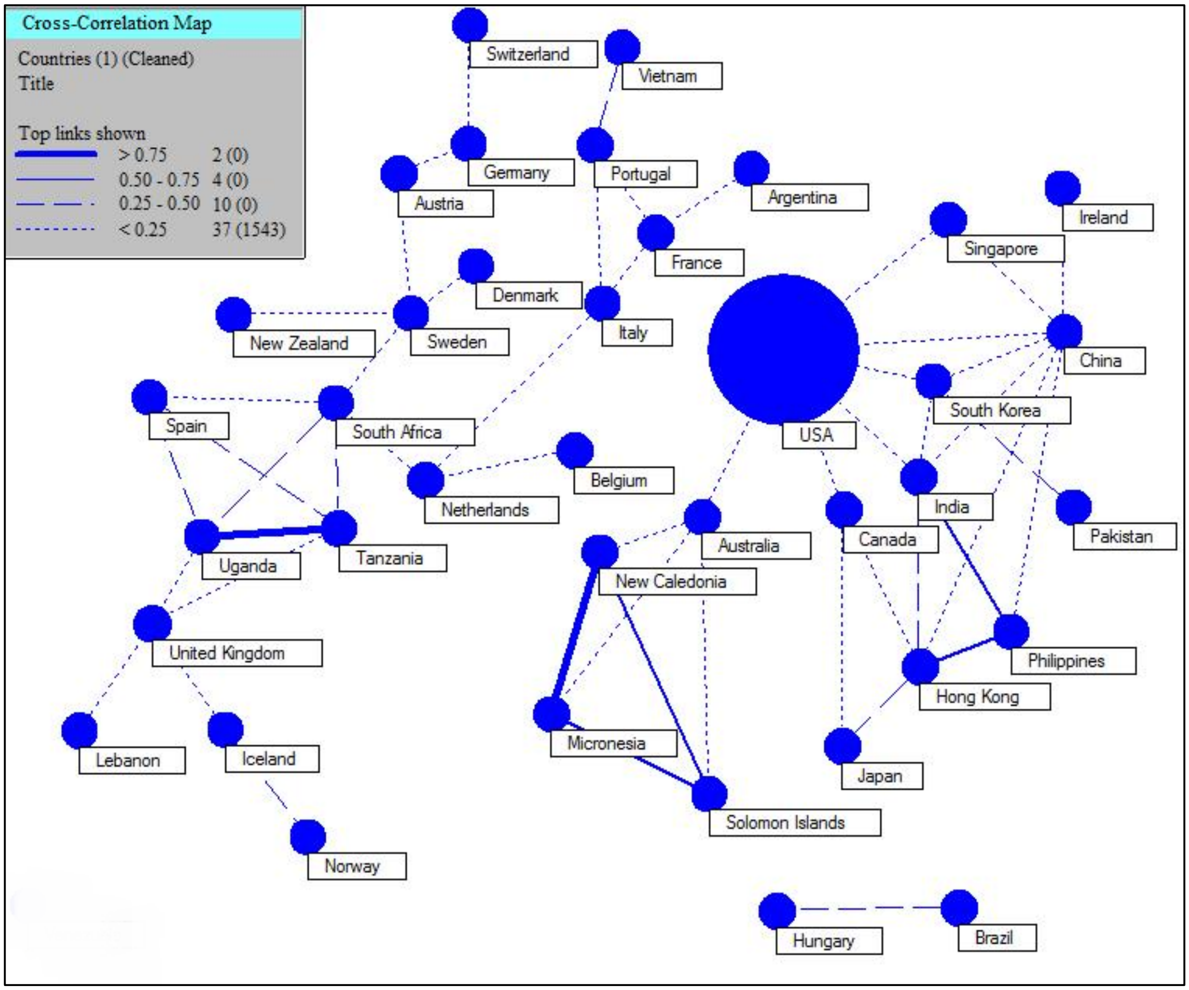
According to the classification, there are many countries that do not support or do not participate in the documents that are part of this study, and regarding those who do, the vast majority is located in the range of production from 1 to 9 documents. As per continent level, it is possible to observe that North America and Europe are in a better position against South America and Asia, while Central America, Africa and Oceania have largely negligible production.

Figure 15. Scientific Production per Country (second search equation - 2012)



The collaborations between authors and institutions in the United States occur with authors and institutions from countries like China, Australia, Canada, South Korea and Singapore, although these collaborations are not so frequent. Figure 16 shows a map of correlation between the countries, where the line indicates that there is a relationship between the countries linked, and where the style and the thickness of the line shows the degree of collaboration between them. The most usual is that these relationships of cooperation, focused on a scientific development, generally occur within nations. However, the construction of knowledge networks has fostered international collaboration. According to the map, there is a strong cooperation between Uganda and Tanzania, and between Micronesia and New Caledonia, and between these two last ones to a lesser degree, with the Solomon Islands. In all of these cases, the proximity between the nations is identified as a relevant factor, which may favor such ties.

Figure 16. Correlation Map among Countries (second search equation - 2012)



On the other hand, the types of institutions that support the documents obtained in this search can be classified in: academic, in 97.3% of the cases, and governmental and corporate with 1.5% and 1.2% respectively. Coherent with this distribution, it was observed that the most important institutions are in the first group, as observed in Table 9. Examples of corporate institutions are: Beauchamp Financial Technology Ltd., Creative Associates International, Inc.; Emeraldwise, LLC, Goldman Sachs & Co, Harmon / York Associates, Inc., Procter & Gamble, and Intel Corporation. The government types that were identified are: United Nations Economic Commission for Africa (UNECA), National Institute for Working Life (NIWL), National Bureau of Economic Research (NBER), Commonwealth Scientific and Industrial Research Organisation (CSIRO), among others.

Table 9. Top 19 Institutions (second search equation - 2012)

	Productivity (Number of articles)	***Institution***
1	*37*	*University of Amsterdam*
2	*27*	*Northwestern University*
3	*19*	*Harvard University*
4	*15*	*Stanford University*
5	*12*	*New York University*
6	*11*	*Michigan State University*
7	*11*	*University of California, Berkeley*
8	*11*	*University of Melbourne*
9	*11*	*University of Michigan*
10	*10*	*University of Maryland*
11	*9*	*Leiden University*
12	*9*	*University of Pennsylvania*
13	*8*	*Cornell University*
14	*8*	*Erasmus University*
15	*8*	*University of Chicago*
16	*8*	*University of Minnesota*
17	*8*	*University of Southern California*
18	*8*	*Washington University*
19	*7*	*University of Groningen*

Table 10 presents the ranking of the twenty journals that have published a greater number of documents about the topics of interest of this second search. Like in the previous exploration, the citation index was calculated for each one of the reviews of the table, and the impact factor that corresponds to each one is mentioned according to the Journal Citation Report. As it can be observed, the journals to which are allocated a larger number of documents, in most cases, are neither the most cited nor present the higher impact factors, for example, the Annual Review of Psychology has only five publications. However, it has the highest citation index as well as the highest impact factor in the ranking.

Table 10. Top 20 Journals (second search equation - 2012)

	Number of Articles (n_i)	***Journal*** ***(i)***	***Citations Number*** (c_i)	$\frac{c_i}{n_i}$	***Impact Factor* JCR 2011***
1	*33*	*INTERNATIONAL JOURNAL OF CONFLICT MANAGEMENT*	*267*	*8,09*	*0,250*
2	*32*	*GROUP DECISION AND NEGOTIATION*	*214*	*6,69*	*1,017*
3	*22*	*JOURNAL OF PERSONALITY AND SOCIAL PSYCHOLOGY*	*918*	*41,73*	*5,076*
4	*20*	*ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES*	*524*	*26,20*	*3,129*
5	*19*	*NEGOTIATION JOURNAL*	*38*	*2,00*	*0,197*
6	*13*	*JOURNAL OF EXPERIMENTAL SOCIAL PSYCHOLOGY*	*114*	*8,77*	
7	*10*	*JOURNAL OF APPLIED PSYCHOLOGY*	*319*	*31,90*	*4,308*
8	*9*	*JOURNAL OF BUSINESS ETHICS*	*41*	*4,56*	*0,963*
9	*8*	*NEGOTIATION JOURNAL-ON THE PROCESS OF DISPUTE SETTLEMENT*	*34*	*4,25*	*---*
10	*8*	*RELATIONS INDUSTRIELLES-INDUSTRIAL RELATIONS*	*14*	*1,75*	*0,333*
11	*7*	*EUROPEAN JOURNAL OF SOCIAL PSYCHOLOGY*	*171*	*24,43*	*---*
12	*7*	*SOCIOLOGY OF HEALTH & ILLNESS*	*33*	*4,71*	*1,885*
13	*6*	*DECISION SUPPORT SYSTEMS*	*37*	*6,17*	*---*
14	*6*	*GROUP PROCESSES & INTERGROUP RELATIONS*	*15*	*2,50*	*1,242*
15	*6*	*INTERNATIONAL ENVIRONMENTAL AGREEMENTS-POLITICS LAW AND ECONOMICS*	*19*	*3,17*	*1,659*
16	*6*	*JOURNAL OF ECONOMIC PSYCHOLOGY*	*17*	*2,83*	*1,069*
17	*6*	*JOURNAL OF INTERNATIONAL BUSINESS STUDIES*	*157*	*26,17*	*3,557*
18	*5*	*ADMINISTRATIVE SCIENCE QUARTERLY*	*249*	*49,80*	*4,212*
19	*5*	*AMERICAN BEHAVIORAL SCIENTIST*	*24*	*4,80*	*0,694*
20	*5*	*ANNUAL REVIEW OF PSYCHOLOGY*	*475*	*95,00*	*16,833*

* This data corresponds to the published impact factor for 2011

Figure 17 shows the correlation map between the main authors and Table 11 lists the nineteen authors with more productivity. Important collaborations are evident between Carsten KW De Dreu and other authors that appear in the ranking. It is noted that the most productive authors are those with a greater number of collaborations. Despite this, single authors have written 39.4% of the documents identified in the search, while collaborations between two authors have been responsible for 31.5% of the documents, and collaboration among 3 authors have been responsible for 19.47% of the documents. The collaborations among four to eight authors have been observed in only 9.62% of the cases.

Figure 17. Correlation Map among Authors (second search equation - 2012)

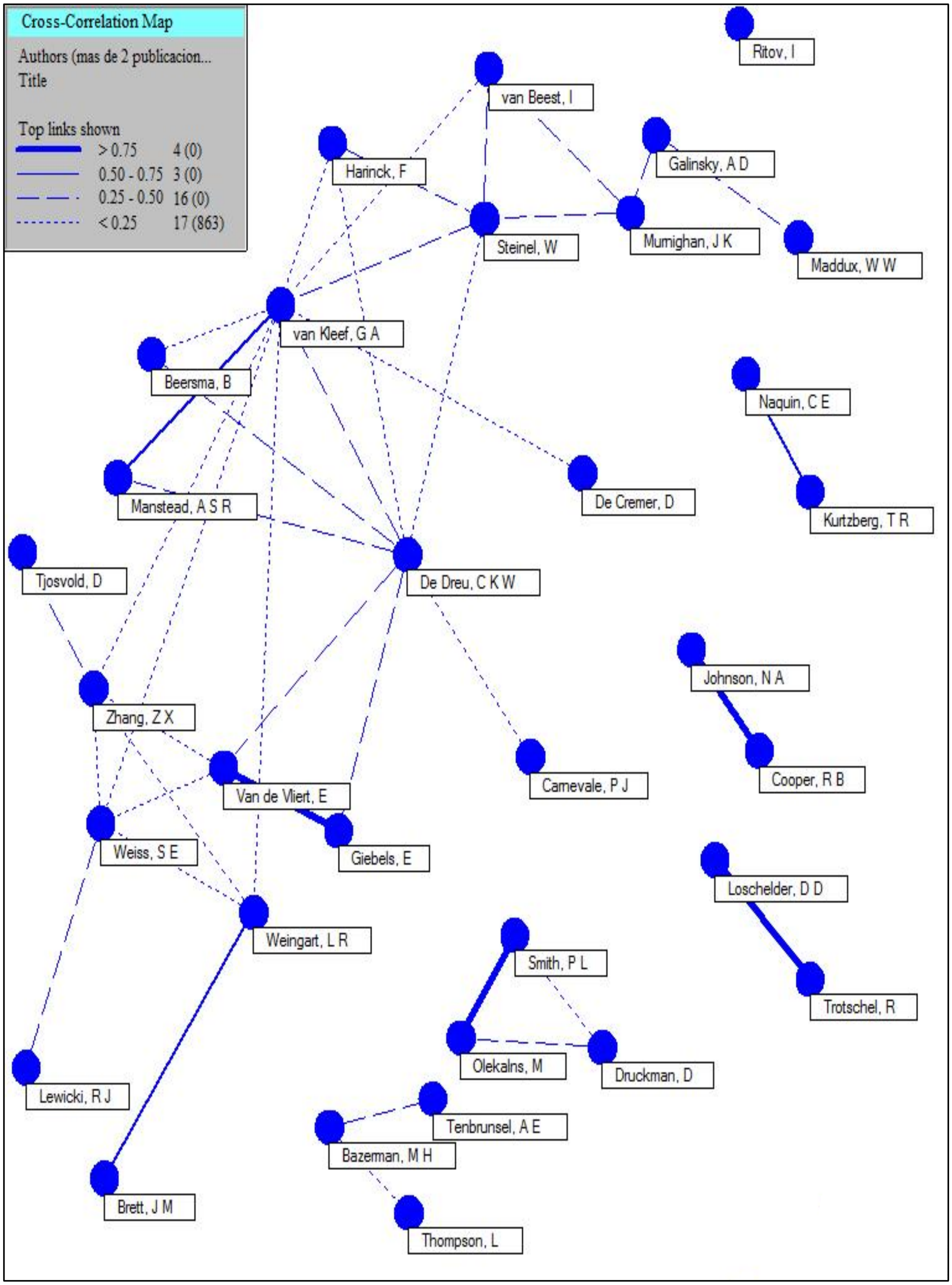


Table 11. Top 19 Authors (second search equation - 2012)

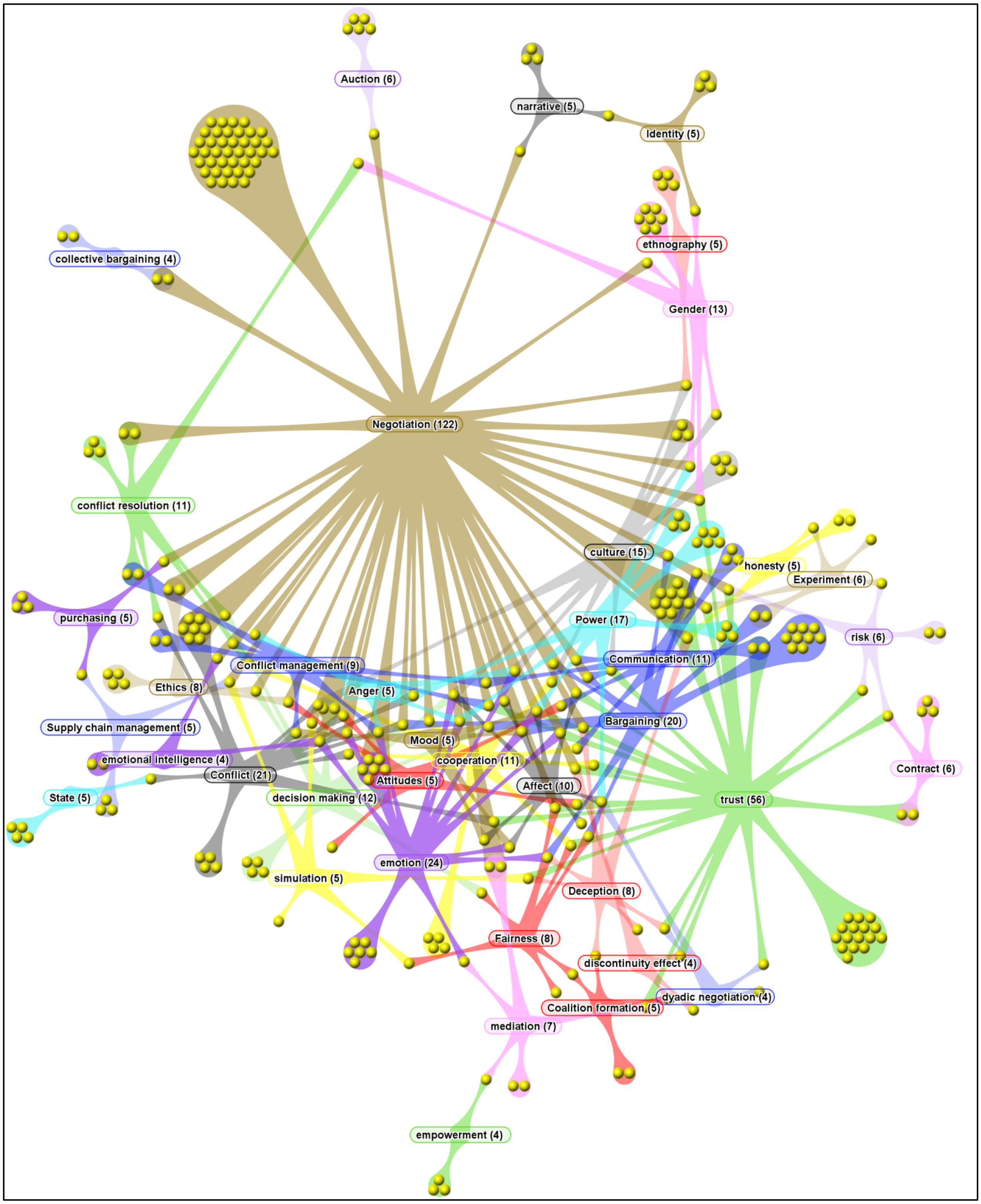
Productivity	*Authors*
26	*De Dreu, Carsten K W*
12	*van Kleef, Gerben A*
9	*Olekalns, Mara*
7	*Smith, Philip L*
7	*Thompson, Leigh*
5	*Bazerman, Max H*
5	*Beersma, Bianca*
5	*Carnevale, Peter J*
5	*Steinel, Wolfgang*
4	*Brett, Jeanne M*
4	*De Cremer, David*
4	*Elfenbein, Hillary Anger*
4	*Friedman, Raymond A*
4	*Galinsky, Adam D*
4	*Gelfand, Michele J*
4	*Manstead, Antony S R*
4	*Schweitzer, Maurice E*
4	*van Beest, Ilja*
4	*Van de Vliert, Evert*

As the first search, the second search also identified the most cited papers, as may be observed in Table 12, and an Aduna Cluster Map with the most representative author's Keywords was built, as per Figure 18.

Table 12. 5 Most Cited Papers (second search equation - 2012)

Titlle	Number of Citations	Publication Year	Subject Category	Authors	Keyword`s author	Keywords plus
DEVELOPMENTAL PROCESSES OF COOPERATIVE INTERORGANIZATIONAL RELATIONSHIPS	942	1994	Business & Economics	Ring, P S Vandeven, A H		contracts; economics; integration ; negotiation; organizations; persistence; trust
THE ROLE OF TRUST IN ORGANIZATIONAL SETTINGS	291	2001	Business & Economics	Dirks, K T Ferrin, D L	attitudes ; Trust ; work behavior ; work performance	citizenship behavior; communication ; distrust; information; integrative model; interpersonal-trust; job-satisfaction; negotiation; procedural justice; team performance
MAXIMIZING CROSS-FUNCTIONAL NEW PRODUCT TEAMS' INNOVATIVENESS AND CONSTRAINT ADHERENCE: A CONFLICT COMMUNICATIONS PERSPECTIVE	180	2001	Business & Economics	Lovelace, K Shapiro, D L Weingart, L R		behavior ; bias ; diversity; negotiation; performance; predictors; project groups; top management teams ; trust
ETHICAL AND LEGAL FOUNDATIONS OF RELATIONAL MARKETING EXCHANGES	130	2004	Psychology	De Dreu, C K W Manstead, A S R van Kleef, G A		bargaining behavior; deception; bilateral monopoly situation ; emotional facial expressions; impact; initial offer; strategies; opponents concession rate; positive affect; social functions ;
CROSS-CULTURAL ORGANIZATIONAL BEHAVIOR	130	2007	Psychology	Aycan, Z Erez, M Gelfand, M J	culture ; management ; organizations ; work	conflict-resolution; hong-kong ; individualism-collectivism ; job-satisfaction; national culture; power-distance; procedural justice; republic-of-china; united-states transformational leadership ;

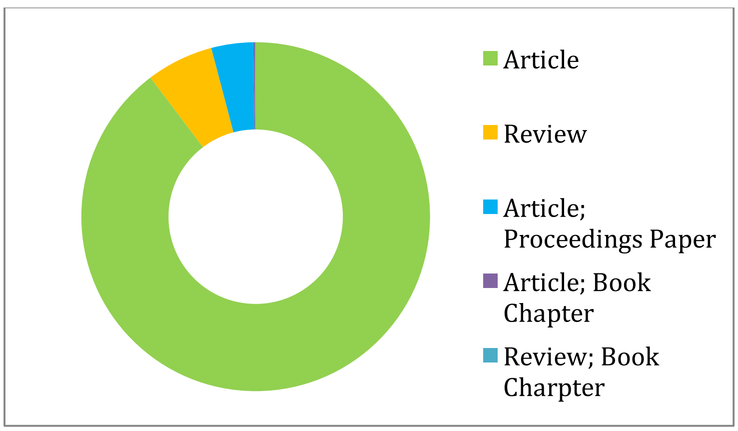
Figure 18. Aduna Cluster Map: Author´s Keywords (second search equation - 2012)



1.1.2.1.3 Third exploration: Theories (2012)

The third search equation was constructed to identify those documents that provide some contribution to the four identified theories, relevant for the study of negotiation capability, namely: Emotional Intelligence, Social Learning Theory, Behavioral Decision Theory, and Negotiation Theory (Bazerman et al., 2000; Thompson et al., 2010). The results obtained refer mostly to academic articles (89.68%), and a very low proportion to reviews (6.22%) and to proceedings papers (3.87%), which may be observed in Figure 19.

Figure 19. Types of Documents (third search equation - 2012)



The first documents to mention the topics related to the theories listed above date back to the 1960s, the first one being published in 1966. However, they became more relevant from 1991 and on. It is in the year 2010 when the biggest number of publications is reached, almost 180 documents in total. Figure 20 shows the dynamic of publication of the third search equation from 1966 until mid-2012. Figure 21 shows the dynamic of publication of each one of these theories from 1966 to mid-2012, where it's possible to observe that the documents found are mostly documents that correspond to the concept of Emotional Intelligence.

Figure 20. Dynamic of Publication (third search equation - 2012)

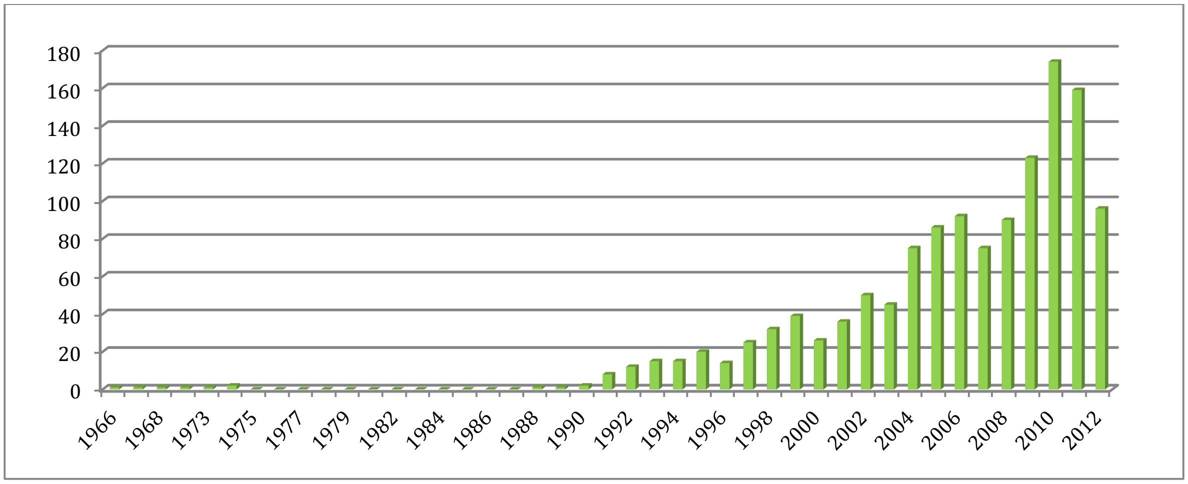
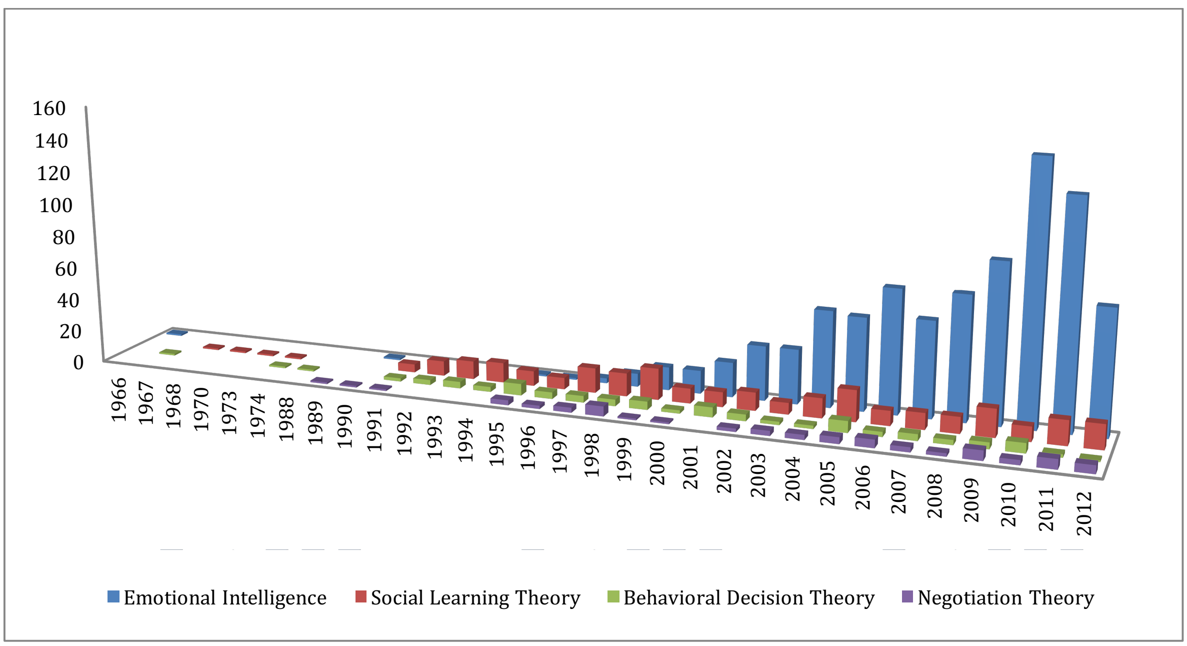


Figure 21. Dynamic of Publication per Theory (third search equation - 2012)

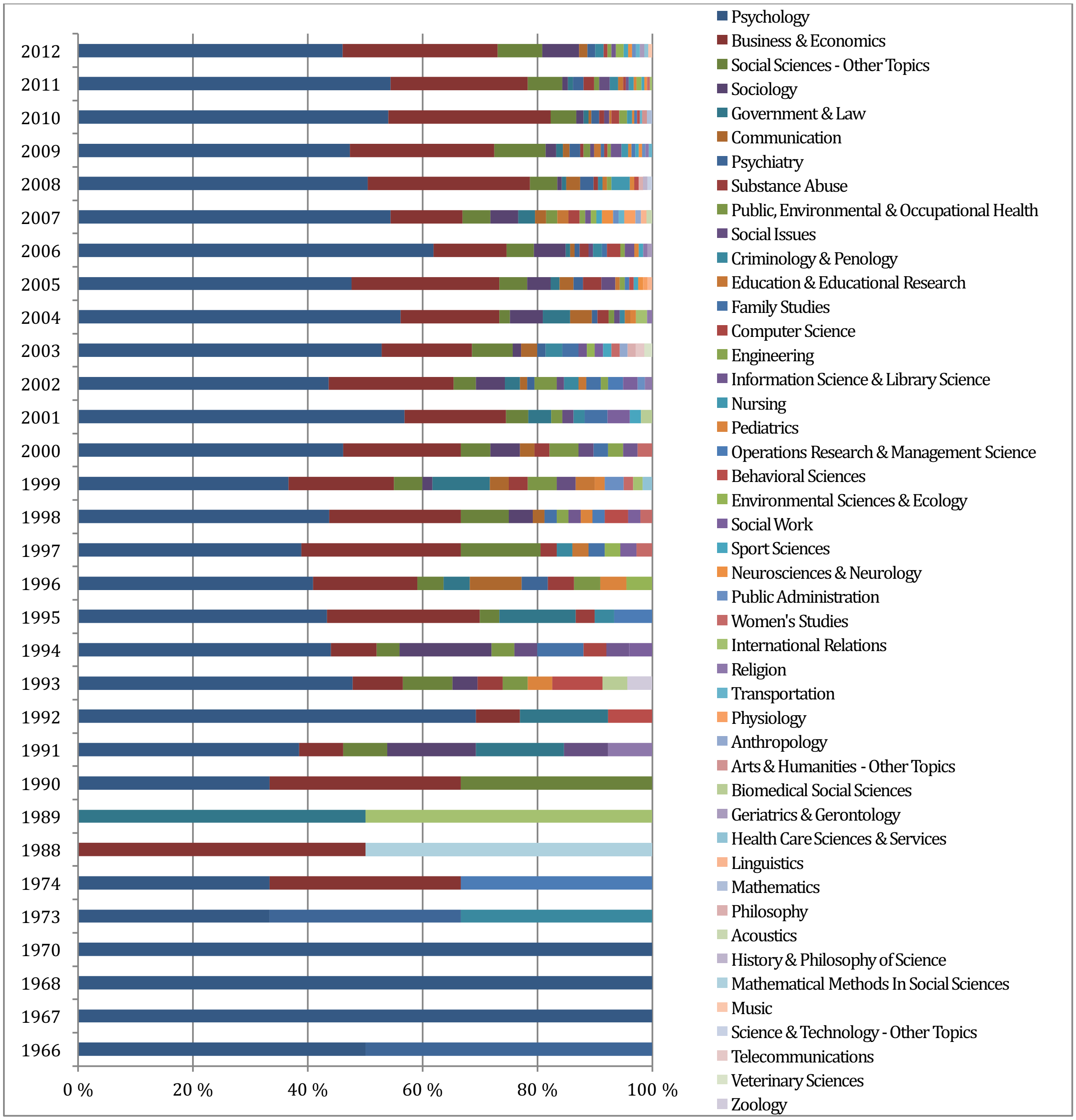


Regarding the four theories identified in the study, Negotiation Theory is the newest one, and Emotional Intelligence was the first one to emerge. However, despite its rapid onset, its sustained development just started in 1995, like it happened with the other theories, which presented isolated developments at the beginning and only after some years they reached their peak.

The results obtained since its inception, correspond to publications classified in the field of psychology. However, after 1973 other disciplines are identified as may be observed in Figure 22, such as: Government & Law, Business & Economics, Criminology & Penology, and Operations Research & Management Science, among others.

For the chosen period of observation, the main areas observed are the following ones: Psychology (940 records), Business & Economics (409 records), Social Sciences and Other topics (105 records), Sociology (58 records), Government & Law (38 records), Communication (27 records), Psychiatry (24 records), Substance Abuse (23 records), Public, Environmental & Occupational Health (19 records) and Social Issues (19 records).

Figure 22. Development of Subject Areas (third search equation - 2012)



The countries that presented a higher scientific productivity are in this order: United States, United Kingdom, Australia, Canada, Spain, China, Netherlands, Germany, Taiwan and Israel. Figure 23 shows a color classification of the countries according to the number of documents published per each one, as well as the two most important institutions and the two most important authors of the five countries with the highest production. Figure 24 shows the correlation map between countries.

Figure 23. Scientific Production per Country (third search equation - 2012)

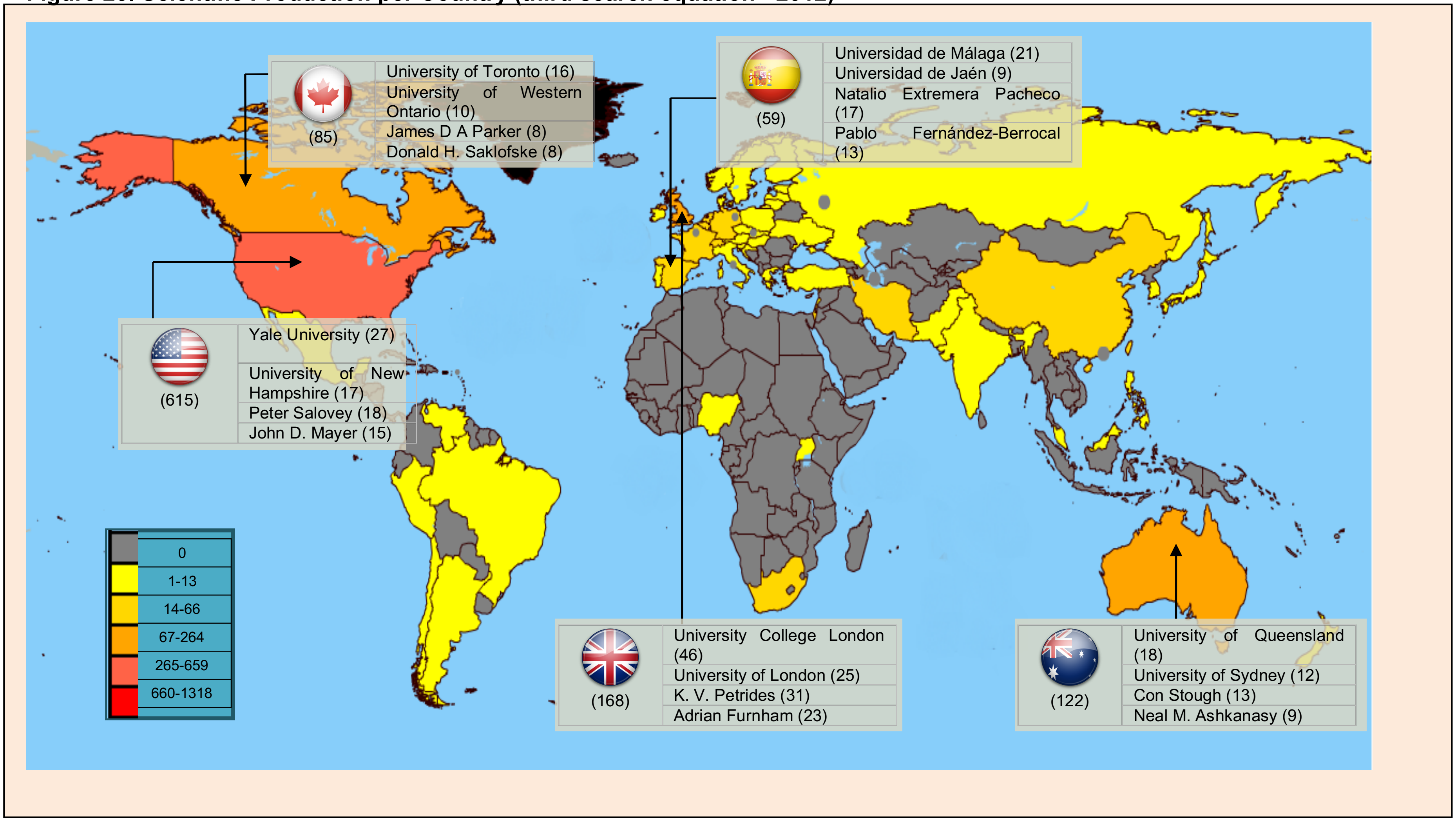
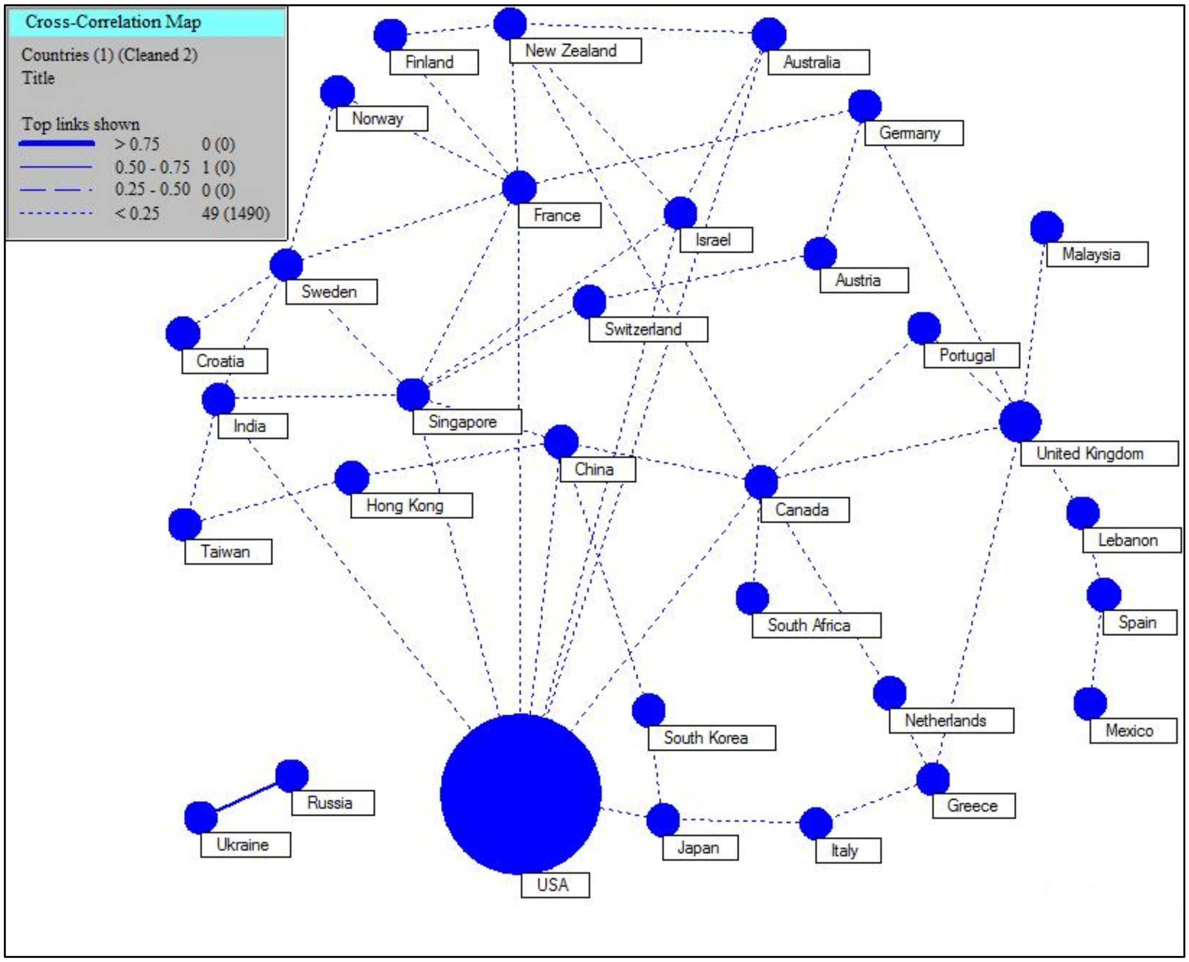


Figure 24. Correlation Map among ween Countries (third search equation - 2012)



Each publication is endorsed by an institution that generally corresponds to the one to which the author or authors are associated. According to the results obtained, in 97% of the cases, these institutions are classified as academic, the U.S. being the most relevant as may be observed in Table 13.

Although to a lesser extent, there were also identified government and corporate type institutions like: Belgian National Fund for Scientific Research, Bisham Abbey National Sports Centre, Chang Bing Show Chwan Memorial Hospital, United States Air Force (USAF), Invicta Community Care NHS Trust, National Native Addictions Partnership Foundation (NNAPF), Advanis Inc., Intel Corporation, Brain Resource Company, Burger King Corporation, Novo Nordisk Inc., MITRE Corporation, Qpm Consulting LLC, among others.

Table 13. Top 20 Institutions (third search equation - 2012)

	Productivity (Number of Articles)	*Institution*
1	*46*	*University College London*
2	*27*	*Yale University*
3	*25*	*University of London*
4	*21*	*Universidad de Málaga*
5	*18*	*University of Edinburgh*
6	*18*	*University of Queensland*
7	*17*	*University of New Hampshire*
8	*16*	*University of Toronto*
9	*15*	*Chinese University of Hong Kong*
10	*13*	*Pennsylvania State University*
11	*13*	*Rutgers State University*
12	*13*	*University of Haifa*
13	*12*	*Indiana University*
14	*12*	*University of Cincinnati*
15	*12*	*University of Illinois*
16	*12*	*University of Sydney*
17	*11*	*Hong Kong University of Sci & Technol*
18	*11*	*Swinburne University of Technology*
19	*11*	*University of New England*
20	*10*	*Case Western Reserve University*

The journals that most frequently publish documents related to the aforementioned theories are presented in Table 14. The cumulative frequency of the citations received per each document published in the journal as well as the citation index were calculated in order to evaluate the visibility they have within the set of relevant documents. In addition, the last column indicates the impact factor that corresponds to each one according to the Journal Citation Report, the tool that evaluates the relative importance of the journal against others classified in the same subject category. *Organizational Behavior and Human Decision Processes*, *Journal of Personality and Social Psychology* and

Intelligence, within the parameters of the sample, top the list of journals with higher citation indexes, although the number of published documents does not place them at the top.

Table 14. Top Journals (third search equation - 2012)

	Number of Articles (n_i)	Journa	Citations Number (c_i)	$\frac{c_i}{n_i}$	Impact Factor* JCR 2011
1	176	PERSONALITY AND INDIVIDUAL DIFFERENCES	4213	23,94	1.877
2	40	PSYCHOLOGICAL REPORTS	219	5,48	0.439
3	28	PSICOTHEMA	316	11,29	1.016
4	23	LEADERSHIP QUARTERLY	878	38,17	2.705
5	23	SOCIAL BEHAVIOR AND PERSONALITY	64	2,78	0.307
6	18	JOURNAL OF APPLIED SOCIAL PSYCHOLOGY	92	5,11	0.633
7	16	JOURNAL OF ORGANIZATIONAL BEHAVIOR	641	40,06	3.854
8	15	INTELLIGENCE	663	44,20	2.669
9	15	JOURNAL OF RESEARCH IN PERSONALITY	182	12,13	1.996
10	14	AUSTRALIAN JOURNAL OF PSYCHOLOGY	132	9,43	1.078
11	14	JOURNAL OF MANAGERIAL PSYCHOLOGY	78	5,57	1.250
12	14	ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES	864	61,71	3.129
13	13	INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY-PERSPECTIVES ON SCIENCE AND PRACTICE	57	4,38	0.654
14	12	DEVIANT BEHAVIOR	91	7,58	0.554
15	12	JOURNAL OF APPLIED PSYCHOLOGY	436	36,33	4,308
16	12	JOURNAL OF CAREER ASSESSMENT	122	10,17	1.603
17	12	JOURNAL OF PERSONALITY AND SOCIAL PSYCHOLOGY	604	50,33	5.076
18	11	AFRICAN JOURNAL OF BUSINESS MANAGEMENT	2	0,18	---
19	11	INTERNATIONAL JOURNAL OF SELECTION AND ASSESSMENT	70	6,36	1.296
20	11	JOURNAL OF PERSONALITY ASSESSMENT	285	25,91	1.287

* This data corresponds to the published impact factor for 2011

Figure 25 shows the correlation map between authors, where only the 72 authors with participation in a greater number of documents published, were taken into account. The map represents the degree of cooperation among the authors in the construction of knowledge related to the topics that address the aforementioned theories. Table 15 shows the number of documents corresponding to the first twenty most relevant authors.

Figure 25. Correlation Map among Authors (third search equation - 2012)

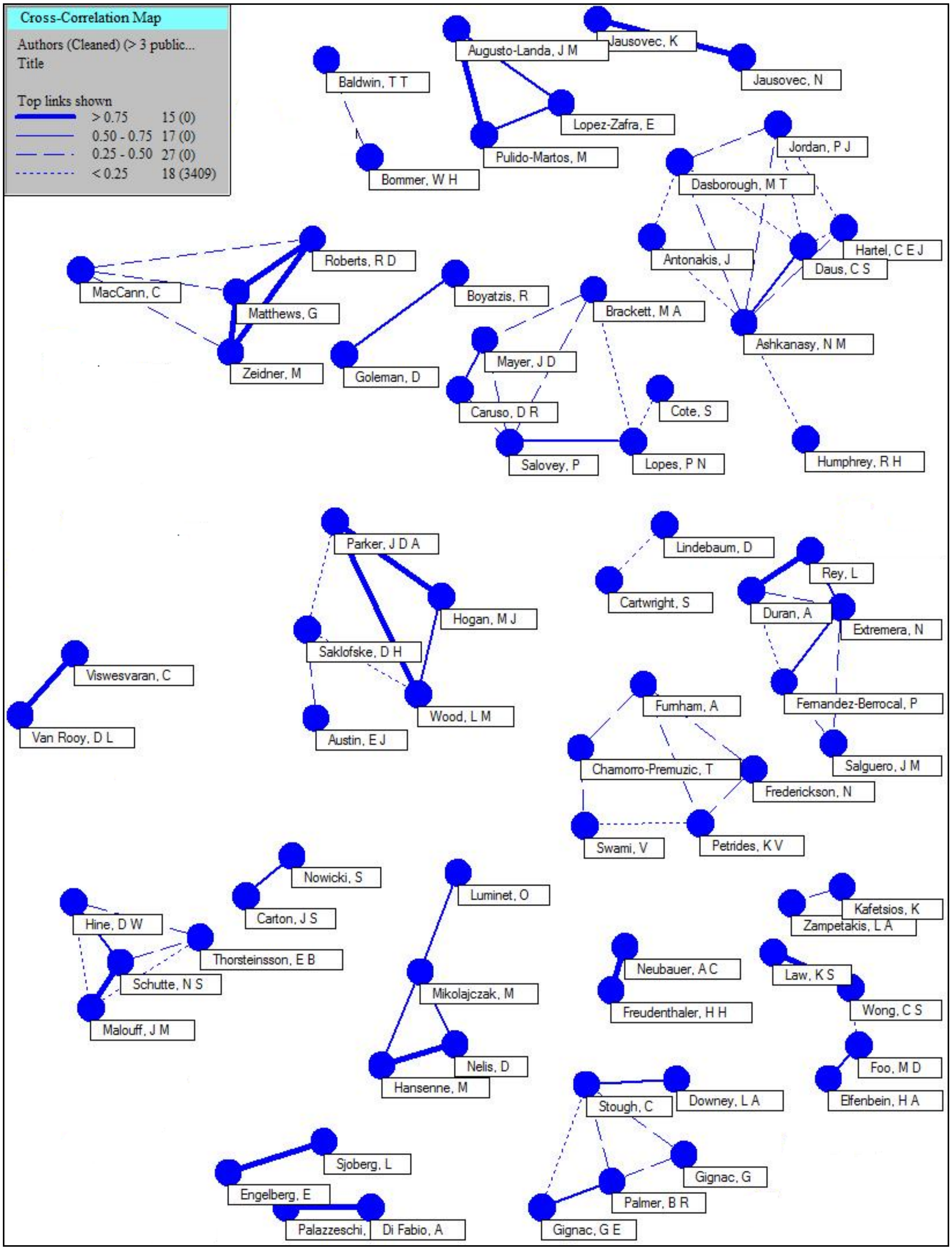


Table 15. Top 20 Authors (third search equation - 2012)

Productivity	***Authors***
31	*Petrides, K V*
23	*Furnham, Adrian*
18	*Salovey, Peter*
17	*Extremera, Natalio*
16	*Austin, Elizabeth J*
16	*Mayer, John D*
13	*Fernandez-Berrocal, Pablo*
13	*Mikolajczak, Moira*
13	*Roberts, Richard D*
13	*Stough, Con*
12	*Chamorro-Premuzic, Tomas*
12	*Zeidner, Moshe*
11	*Matthews, Gerald*
11	*Schutte, Nicola S*
9	*Ashkanasy, Neal M*
9	*Brackett, Marc A*
9	*Lopez-Zafra, Esther*
8	*Di Fabio, Annamaria*
8	*Elfenbein, Hillary Anger*
8	*Freudenthaler, H Harald*

Since the results obtained through the search equation correspond mostly to documents that address the concept of emotional intelligence, around 69.4%, it is most likely that the trends presented in the graphs and in the tables above are biased. Therefore, in order to gain a greater clarity between the theories, Table 16 specifies the number of documents related to each of the theories studied, the main subject areas, as descriptors, and the main authors who have worked on these subjects. In addition, an Aduna Cluster Map was built related regarding each theory with the specific descriptors (Author`s Keywords) in order to provide an overview of the subjects discussed (Figures 26, 27, 28 and 29).

Table 16. Main Authors by Theory (third search equation - 2012)

Theory	Records	Subject Category	Authors
Emotional Intelligence	915	Psychology [714]	Petrides, K V [31]
		Business & Economics [281]	Furnham, Adrian [23]
		Social Sciences - Other Topics [51]	Salovey, Peter [18]
		Psychiatry [17]	Extremera, Natalio [17]
		Sociology [14]	Austin,Elizabeth J [16]
		Communication [12]	Mayer, John D [16]
		Education & Educational Research [11]	Fernandez-Berrocal, Pablo [13]
		Government & Law [10]	Mikolajczak, Moira [13]
		Nursing [10]	Roberts, Richard D [13]
		Public, Environmental & Occupational Health [9]	Stough, Con [13]
Social Learning Theory	257	Psychology [187]	Nowicki, Stephen [5]
		Sociology [34]	Carton, John S [4]
		Business & Economics [32]	Benda, Brent B [3]
		Social Sciences - Other Topics [23]	Cochran, John K [3]
		Criminology & Penology [17]	Hensley, Christopher [3]
		Substance Abuse [17]	Hyde, Janet Shibley [3]
		Family Studies [13]	Jackson, Margo A [3]
		Social Issues [12]	Lee, Mei Hsien [3]
		Government & Law [9]	Mooney, Christopher Z [3]
		Public, Environmental & Occupational Health [9]	Bauman, Karl E [2]
Behavioral Decision Theory	85	Business & Economics [61]	Bazerman, Max H [3]
		Psychology [24]	Amir, On [2]
		Government & Law [9]	Benbasat, Izak [2]
		Operations Research & Management Science [4]	Bordley, Robert F [2]
		Social Sciences - Other Topics [4]	Brockner, Joel [2]
		Computer Science [3]	Dhar, Ravi [2]
		Information Science & Library Science [3]	Levav, Jonathan [2]
		Sociology [3]	Miller, Kent D [2]
		Environmental Sciences & Ecology [2]	Mishra, Himanshu [2]
		International Relations [1]	Nayakankuppam, Dhananjay [2]
Negotiation Theory	61	Business & Economics [35]	Ting-Toomey, Stella [4]
		Social Sciences - Other Topics [27]	Neale, M A [3]
		Psychology [15];	Northcraft, Gregory B [3]
		Government & Law [10];	Elgstrom, Ole [2]
		Communication [8];	Holsapple, Clyde W [2]
		Sociology [7];	Lai, Hsiangchu C [2]
		International Relations [4];	Mak, Winnie W S [2]
		Environmental Sciences & Ecology [3]	Whinston, Andrew B [2]

		Engineering [2];	Afionis, Stavros [1]
		Operations Research & Management Science [2]	Anckar, Patrik [1]

Figure 26. Aduna Cluster Map: Emotional Intelligence (third search equation - 2012)

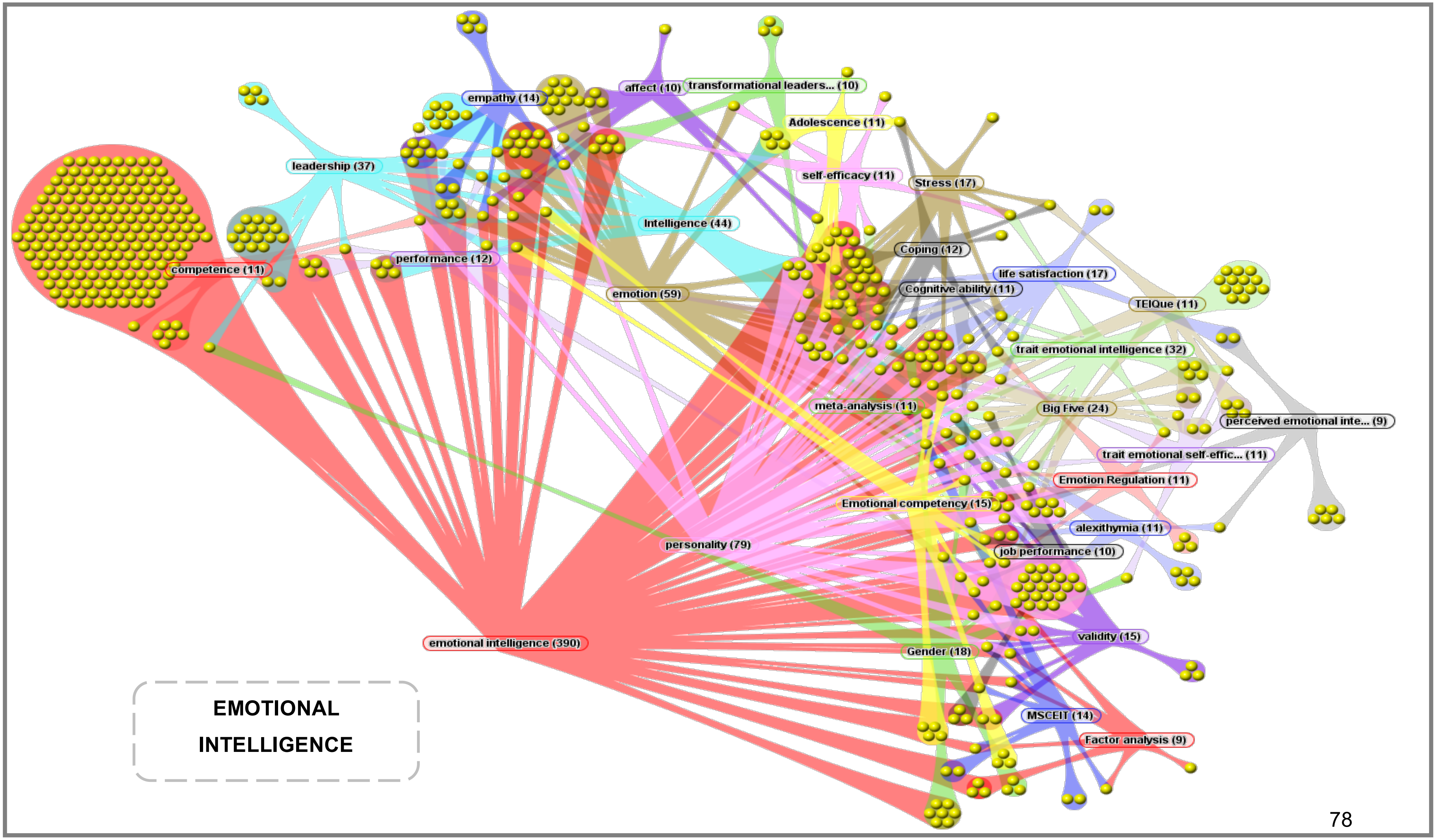


Figure 27. Aduna Cluster Map: Behavioral Decision Theory (third search equation - 2012)

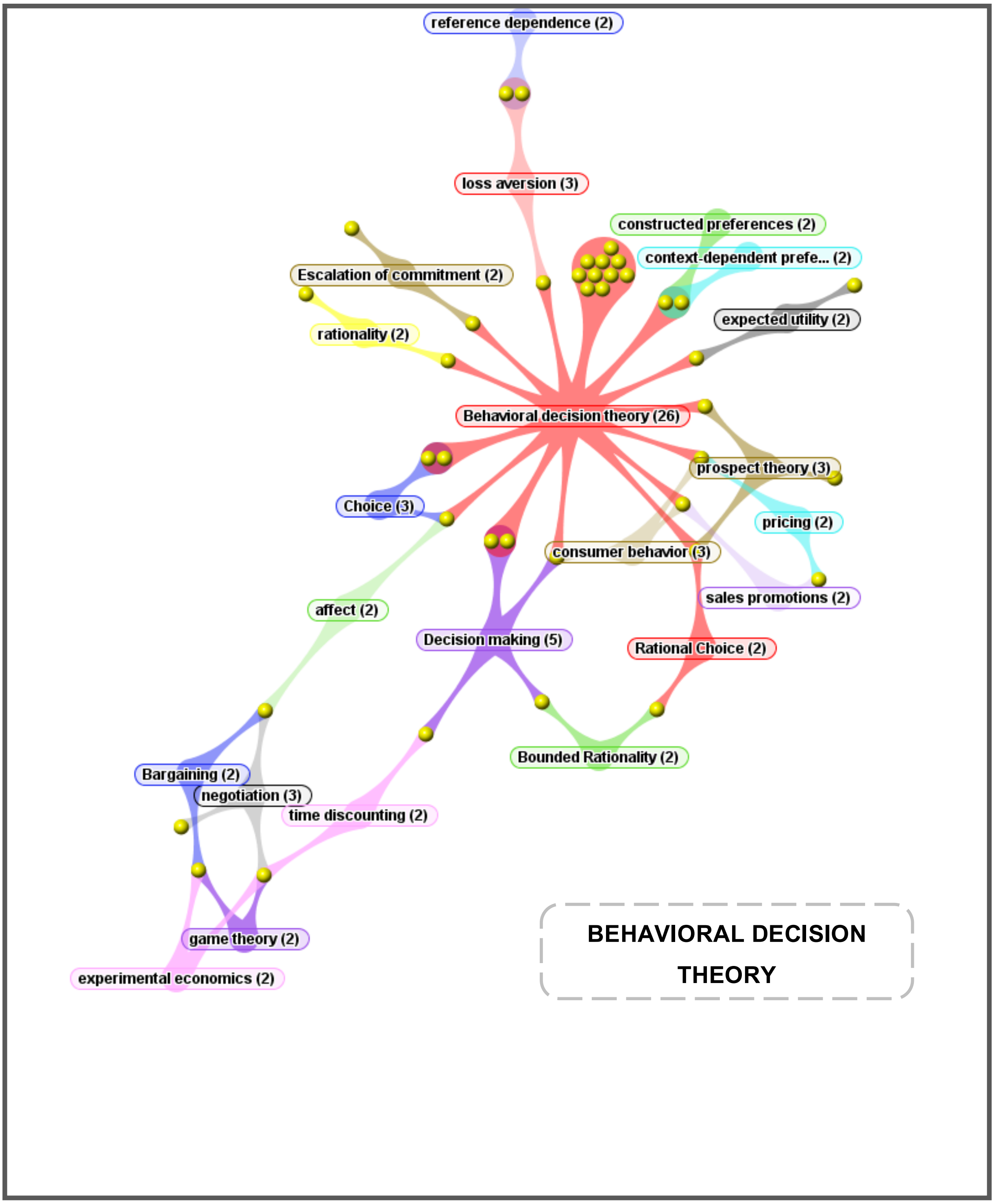


Figure 28. Aduna Cluster Map: Social Learning Theory (third search equation - 2012)

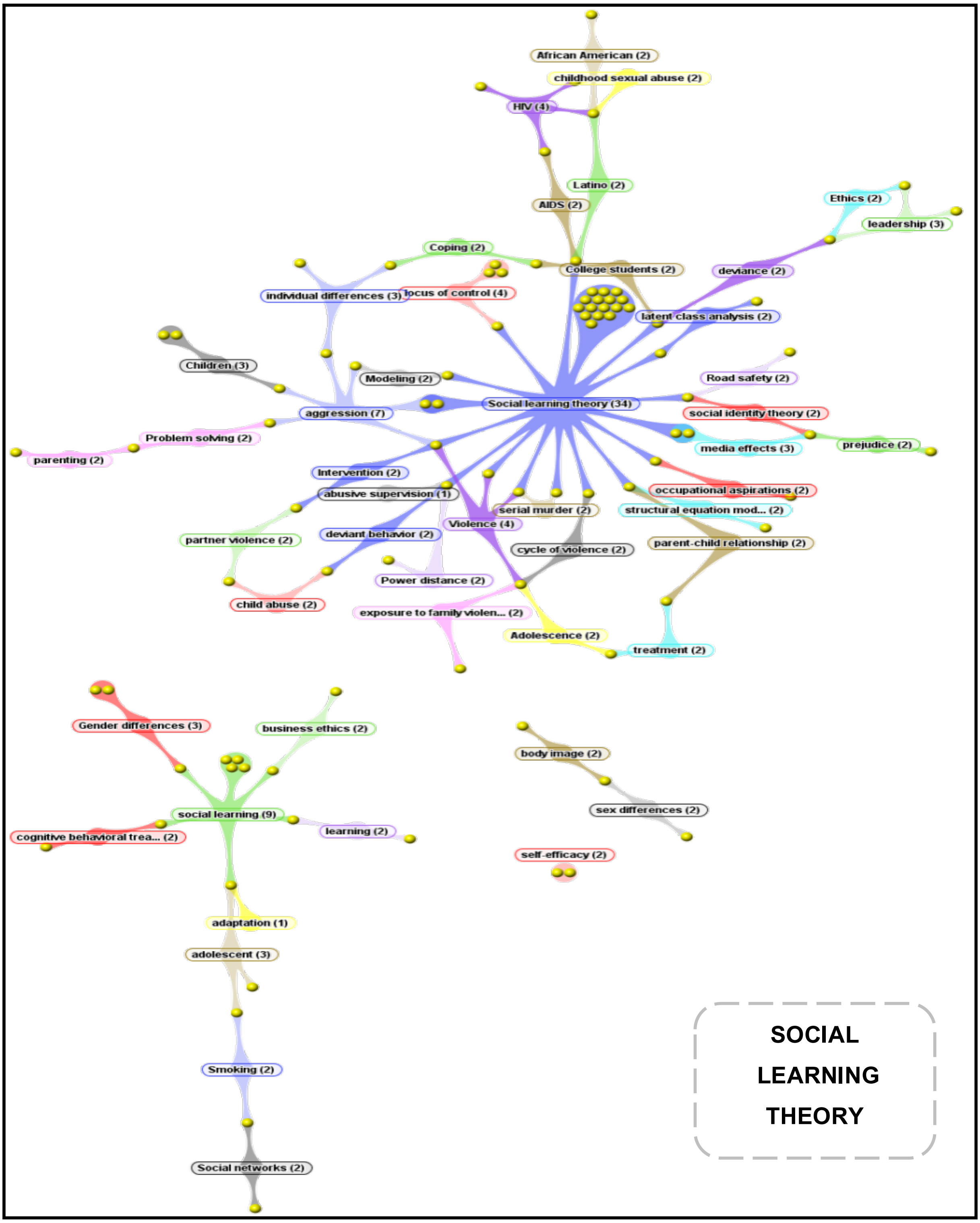
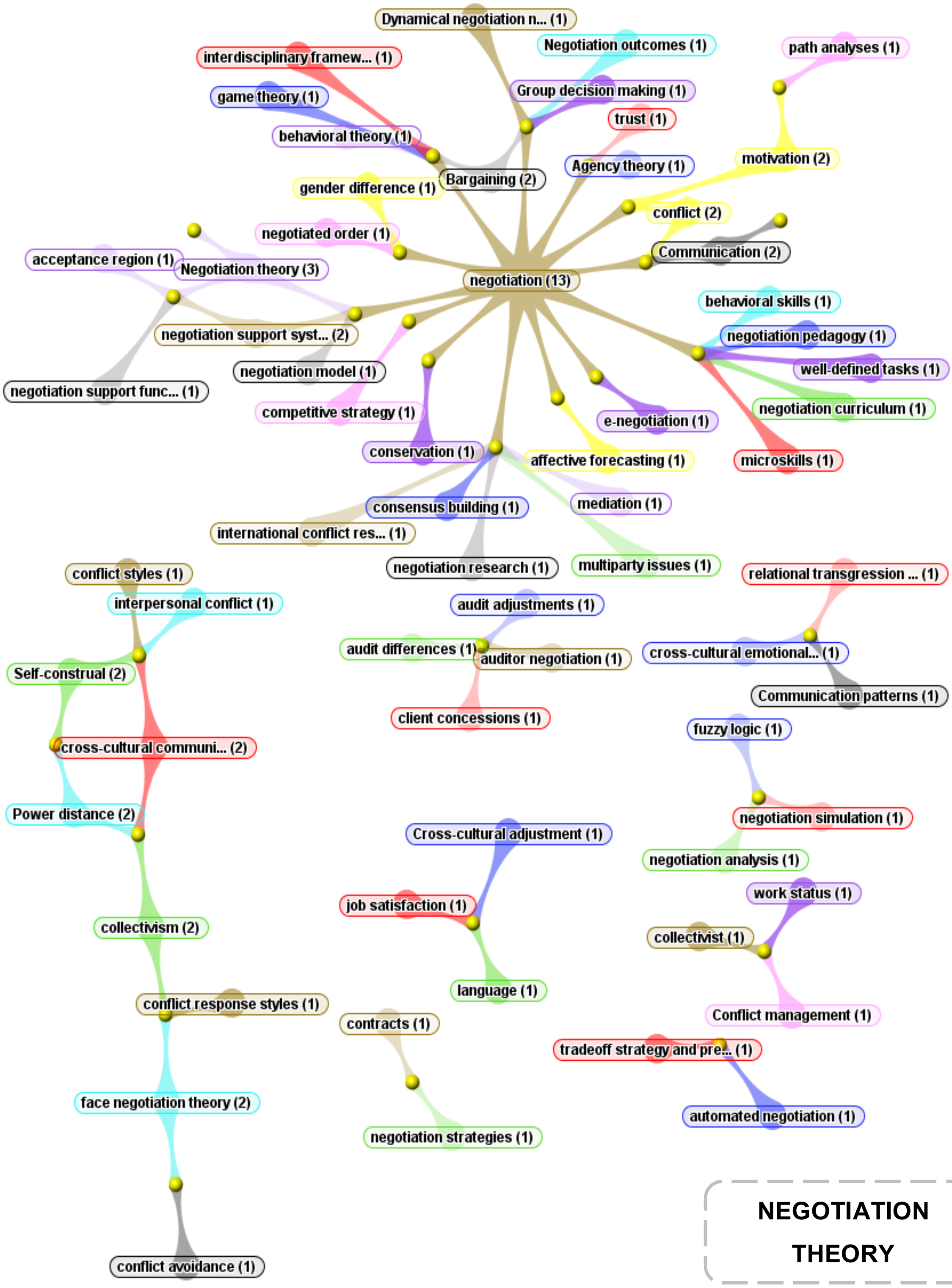


Figure 29. Aduna Cluster Map: Negotiation Theory (third search equation - 2012)



1.1.3 Literature Review on Negotiation: Main Results

Negotiation is understood as "a collaborative activity that requires the participation of different parties whose behaviors influence the outcome of the whole process" (Gomes, Oliveira, Carneiro, Novais, & Neves, 2014, p.279), since "anytime people cannot achieve their goals without the cooperation of others, they are negotiating" (Thompson et al., 2010, p.492). Based on the data emerged from the study and on the theoretical and empirical review, it is possible to observe that "research on negotiation has been influenced by a wide variety of fields, including mathematics, management, organizational behavior, social psychology, cognitive psychology, economics, communication studies, sociology, and political science" (Thompson et al., 2010, p.492). This generates as a consequence a multidisciplinary theoretical approach that helps to understand this complex field (Buelens et al., 2008; De Dreu & Carnevale, 2005; Thompson et al., 2010), having in account that "negotiations include not only the one-on-one business meetings, but also multiparty, multicompany, and multimillion-dollar deals" (Thompson et al., 2010, p.493). As outlined in the previous section, research on negotiation capability has been identified in theories as: Emotional Intelligence, Social Learning Theory, Behavioral Decision Theory, and Negotiation Theory (Table 16). Negotiation theory and research have proliferated over the past few decades. However, few researches have examined the process of negotiation, the subject of this study, which has received far less attention than have "inputs ("e.g., negotiator characteristics, styles, cognitions, motives, goals; contextual features, culture") and outcomes of negotiation (distribution of resources, integrativeness of agreements)" (Weingart & Olekalns, 2004, p.143).

Ma and Jaeger (2010) consider that "negotiation is the process by which two or more parties exchange goods or services and attempt to agree upon an exchange rate for them" (p.333). They remark that during the negotiation process, "both sides exercise and articulate their influence in an effort to accomplish their own objectives through interactions with the other party (Gelfand and Dyer, 2000; Greenhalghet al., 1985; Kipnis and Schmidt, 1983; Ogilvie and Kidder, 2008)" (p.333).

Moreover, some authors argue that negotiation is an interdependent act between parties in which some level of trust is required (Lewis, 2010; Shapiro, Jankowski, & Dale, 2005). In this sense, considering that is difficult to build a relationship based on trust because of the disappointments that may suffer one of the parties, many researchers documented the incidence of unethical behavior during negotiations (Aquino & Becker, 2005; Graebner, 2009; Murnighan, Babcock, Thompson, & Pillutla, 1999; Oconnor & Carnevale, 1997), suggesting that the negotiation process and profits often depend on how skillful the negotiators are not only in individual onetime negotiations but also in the maintenance of desirable long term relationships

(Allred, Mallozzi, Matsui, & Raia, 1997; Cohen, 2010; Imai & Gelfand, 2010; Patton & Balakrishnan, 2010; Reb, 2010; Sycara, 1990; Thompson & Hastie, 1990). According to Arino et al. (2014), “the time it takes partners to reach agreement is likely to depend not only on the attributes of the exchange and on the uncertainty in the environment in which the negotiation occurs, but also on the partners’ experience working with one another” (p.383). Many authors agree that negotiator characteristics, including personality traits and social perceptions (De Dreu, Weingart, & Kwon, 2000; Ma, 2006; Ma & Jaeger, 2005; Macintosh & Stevens, 2008; Ogilvie & Kidder, 2008; Pruitt & Syna, 1985; Tomlinson, Dineen, & Lewicki, 2009; Zetik & Stuhlmacher, 2002, p.145), have significant effects on negotiation processes or outcomes. Bradley and Randall (2004) propose negotiation orientation, as a motivational construct in negotiation and define it “as a situationally determined set of attitudes, perceptions, and expectations regarding the negotiation process and outcomes that affects negotiators’ objectives, behaviors, and levels of satisfaction with the negotiation” (p.125). More specifically, the impact of business executives’ individual characteristics in ethical decision making has been extensively studied (Fraedrich & Ferrell, 1992; Reidenbach & Robin, 1990; Singh, Vitell, Al-Khatib, & Clark, 2007; Vitell & Festervand, 1987; Vitell, Nwachukwu, & Barnes, 1993; Vitell & Singhapakdi, 2008, p.149).

Hunt and Vitell (2006) show that business executives’ individual characteristics, like personal values and beliefs, can influence significantly the way how they perceive distinct ethical situations. According to Reave (2005), several experts believe strategy, intelligence and ruthlessness to be elements of a successful leader; instead however, the literature shows spiritual values such as integrity, honesty and humility to be key marks of leadership success. Elfenbein, Foo, White, Tan, and Aik (2007) highlight also the importance of emotion recognition accuracy, within emotional intelligence theory, since “individuals who are more accurate, are able to use the information they gain from reading others’ emotional expressions in order to behave more appropriately” (p.217). Below, Emotional Intelligence, Social Learning Theory, Behavioral Decision Theory, and Negotiation Theory are outlined and the conceptual overview of the study is presented.

1.1.3.1 Outlining Emotional Intelligence, Social Learning Theory, Behavioral Decision Theory, and Negotiation Theory

Emotional Intelligence

Cherniss, Extein, Goleman, and Weissberg (2006) reinforce that “EI is a young theory, still at an early stage in development and hypothesis testing”. They claim that “theory-building proceeds through successive testable claims, resulting in more refined theories that are evidence-based", and highlight that "it is important to consider all the evidence (p.239).

According to Mayer, Salovey, and Caruso (2008b), "some individuals have a greater capacity than others to carry out sophisticated information processing about emotions and emotion-relevant stimuli and to use this information as a guide to thinking and behavior". These authors "have termed this set of abilities emotional intelligence (EI)" (p.503). As stated by Ahuja (2013), "emotional intelligence involves:

• Understanding your own emotions and those of others, and being able to use this information to bring about the best outcome for all concerned.

• Knowing where emotions come from and being able to manage yours and those of others.

• Knowing what emotions mean; what information they are giving you.

• Being able to work well with others as well as alone.

• Being able to combine cognitive knowledge with emotional knowledge and use them in tandem" (p.31).

According to the study carried out by Dulewicz and Higgs (2000), the literature in the field of emotional intelligence "…contains a range of terminology which can tend to be confusing and includes the terms emotional intelligence (e.g. Goleman, 1996; Salovey and Mayer, 1990), emotional literacy (e.g. Steiner, 1997), emotional quotient (e.g. Goleman, 1996, 1997b; Cooper, 1997), personal intelligences (e.g. Gardner, 1993), social intelligence (Thorndike, 1920) and interpersonal intelligence (e.g. Gardner and Hatch, 1989)" (p.342). Elfenbein (2007), claims that "the emotion process begins with intrapersonal processes when a focal individual is exposed to an eliciting stimulus, registers the stimulus for its meaning, and experiences a feeling state and physiological changes, with downstream consequences for attitudes, behaviors, and cognitions, as well as facial expressions and other emotionally expressive cues" (p.315). This way, "moving from intrapersonal to interpersonal processes, the downstream consequences of emotional experience can result in externally visible behaviors and cues that become, in turn, the eliciting stimulus for interaction partners…" (p.317). What is more, "it is posible that in some contexts, such as a negotiation context, a high EI individual can use emotion strategically to express both positive and negative emotions in order to achieve personal goals" (Foo, Elfenbein, Tan, & Aik, 2004, p.16), since "the high EI individual, most centrally, can better perceive emotions, use them in thought, understand their meanings, and manage emotions better than others" (Mayer, Salovey, & Caruso, 2004, p.210). In sum, "Organizations can have a lot to gain from the value created by high EI individuals" (Foo et al., 2004, p.16). This topic will be discussed to a greater extent in the section (1.1.3.2). Below, the social learning theory is presented.

Social Learning Theory

In the words of Patricia Miller (2009, p.2), “we have theories of development because observers of human behavior have been intrigued by what they saw children and adults do”. According to Bandura (1971), “many theories have been advanced over the years to explain why people behave as they do” (p.1). As stated by Miller (2009, p.2), “developmental theorists try to make sense out of observations such as these and, by doing so, construct a story of the human journey from infancy through childhood or adulthood”. According to her, some theories “are grand, encompassing theories, often associated with a particular person, for example, Piaget’s, Freud’s, Erikson’s, and Vygotsky’s theories. Other theories actually are families of approaches under a general “theory” or framework, such as social learning theory, information processing, dynamic systems, and ethology and other evolutionary theories, and are not necessarily identified with a single person”. Grusec (1992), emphasizes that "social learning theory began as an attempt by Robert Sears and others to meld psychoanalytic and stimulus-response learning theory into a comprehensive explanation of human behavior…” (p.776). More specifically, as Miller (2009, p.232) highlights, “social learning theory was born in the 1930s at Yale University, perhaps when Clark Hull offered a graduate seminar on relating learning theory to psychoanalysis. Many of those who would become the pioneers in social learning theory—O. H. Mowrer, Neal Miller, John Dollard, Robert Sears, Leonard Doob, and John Whiting—attended this seminar”. According to the study conducted by Muro and Jeffrey (2008):

“Social learning theory has its roots in different learning theories and social science disciplines. On a psychological and pedagogical level, the first attempt to define the term and expound a theory was provided by Miller and Dollard in 1941. They suggested that individuals observe the behaviour of others, transform it into cognitive representations and execute the behaviour if it is associated with benefits, rewards or any incentives (Miller and Dollard 1941). Miller and Dollard’s work initiated a flood of social learning theories, among which the work of Bandura is considered to be the broadest and most comprehensive (Kihlstrom and Harackiewicz 1990). Bandura’s theory of social learning highlights the importance of observing and modelling the behaviours, attitudes and emotional reactions of others (Bandura, 1977)” (p.327).

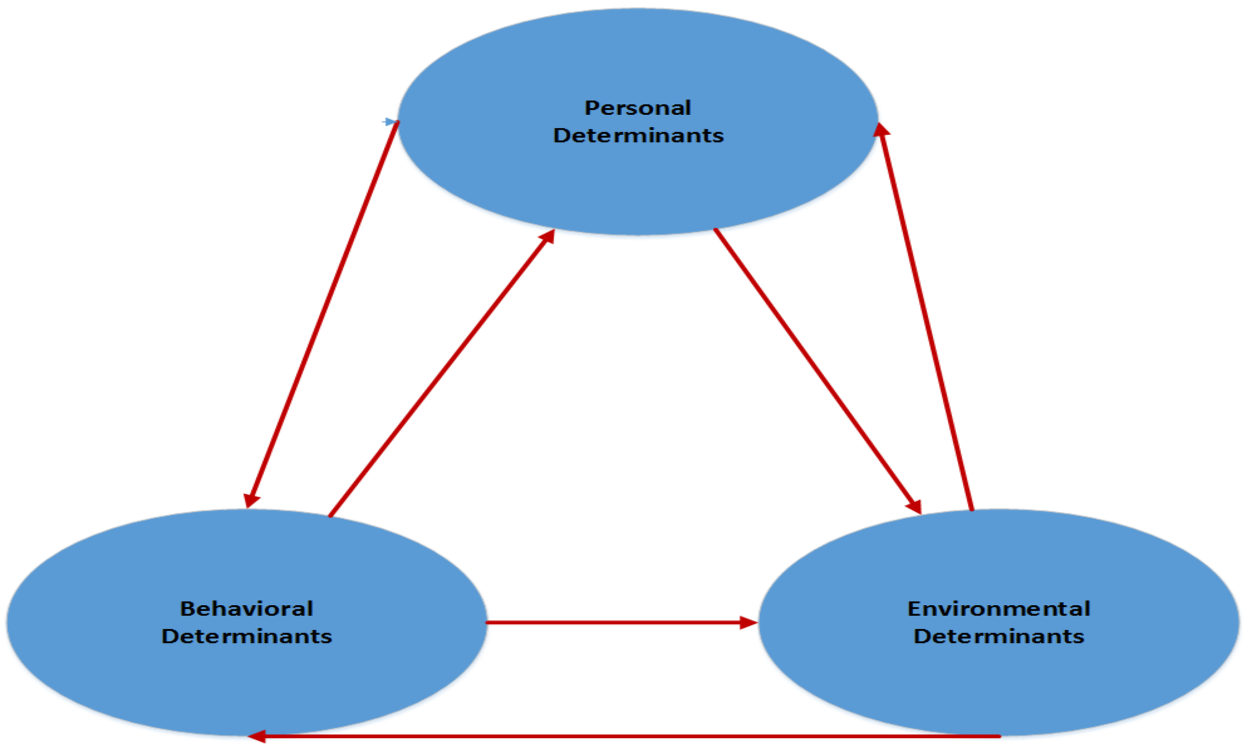
For Grusec (1992), “in the hands of Robert Sears and Albert Bandura, social learning theory has progressed from the initial achievement of bringing the language and data of learning theory to bear on an understanding of complex human functioning to a sophisticated application of modern information-processing concepts” (p.785). Furthermore, Grusec (1992) states that:

"…although Sears and Bandura are both social learning theorists, their brands of social learning theory are markedly different. Not only was the learning theory of Sears adapted from Hullian learning theory, but it also had a strong overlay of psychoanalytic theory. Bandura´s social learning theory, somewhat more influenced by the operant tradition, completely disavowed the influence of psychoanalytic theory in anything other than its content areas. But, in Bandura´s hands, the operant theory of Skinner quickly acquired a most non-Skinnerian cognitive flavor. As he struggled to make theoretical sense of the phenomenon of modeling, Bandura quickly abandoned mechanistic conditioning explanations and turned instead to the concepts of information processing. As his interest in self-regulative capacities and self-efficacy grew, he became even more distant from the anticognitive stance of the behaviorist tradition" (pp.776, 777).

In Miller's words (2009, pp.233, 234), "social learning theorists explored much territory in the 1940s and 1950s: imitation, neuroses, cross-cultural influences on personality, identification, and parental attitudes toward child rearing"…"In a major theoretical change in social learning theory, Miller and Dollard (1941) set out to show that one of the most powerful socialization forces is imitation"…yet, "Bandura and Walters' imitation theory greatly influenced developmental psychology in the 1960s and early 1970s". Particularly, according to Muro and Jeffrey (2008, p.327), "in the 1960s and 1970s learning was defined as a change in behaviour. Behaviour was seen as the observable, measurable indicator for learning, encompassing all the responses, reactions or movements by an organism, person or animal in any situation (Hergenhahn and Olson 2001)". As Grusec (1992) observes, "in 1986, in fact, Bandura relabeled his approach "*social cognitive theory*" as a more suitable and adequate description of what he had been advocating since the late 1960s" (p.777). Furthermore, as may be observed in Figure 30, Bandura (2012) argues that:

"Social cognitive theory is founded on an agentic perspective (Bandura, 2006d, 2008a). To be an agent is to exert intentional influence over one's functioning and the course of events by one's actions. Social cognitive theory subscribes to a causal structure grounded in triadic reciprocal causation (Bandura, 1986). In this triadic codetermination, human functioning is a product of the interplay of intrapersonal influences, the behavior individuals engage in, and the environmental forces that impinge upon them. Because intrapersonal influences, in which, self-efficacy is a constituent, are part of the determining conditions in this dynamic interplay, people have a hand in shaping events and the course their lives take. The nature of the environment in the triadic codetermination warrants brief comment. The environment is not a monolithic force. The agentic perspective distinguishes among three types of environments—imposed, selected, and constructed. The imposed environment acts on individuals whether they like it or not. However, they have some leeway in how they construe it and react to it. For the most part, the environment is only a potentiality that does not come into being unless selected and activated. The activities and environments individuals choose affect the course their lives take. And finally, people create environments that enable them to exercise better control of their lives. Gradations of environmental changeability require increasing levels of efficacy-based agentic activity" (pp.11, 12).

Figure 30. Schematization of Triadic Reciprocal Determination in the Causal Model of Social Cognitive Theory



Source: (Bandura, 2012, p.12)

More specifically, the authors Wanberg, Timken, and Milkman (2010) consider:

"…social learning theory (SLT: Bandura,1969, 1973, 1977a, 1986; Bandura & Walters, 1963) as providing a broad-band explanation for both desirable and undesirable behavioral outcomes. It includes a broad array of theory and practice in learning and change and encompasses both cognitive and behavioral approaches. It moves beyond the narrower behavioral perspective defined by the early behaviorists (e.g., Miller & Dollard, 1941; Skinner, 1938, 1953) and includes the cognitive perspective. Cognitive learning assumes that there are psychological factors that influence behavior. However, SLT also holds that behavior is influenced by environmental factors, and not just psychological or cognitive factors. Thus, SLT assumes that psychological and environmental factors combined influence the development of specific behaviors. SLT stresses the importance of attending to and modeling the behaviors, cognitions (e.g., attitudes and beliefs) and emotions of others. SLT sees an interactive process between cognitive, behavioral, and environmental influences (Ward & Gryczynski, 2009)" (p.6).

Yet, according to them, "there are three principles that help define SLT" (p.6), as follows:

- "Observational learning is achieved when the modeled behavior is structured or organized and then rehearsed symbolically, and then overtly enacted. Retention of that behavior occurs when the modeled behavior is coded into words, labels or images.
- The adoption of the modeled behavior is strengthened when the outcomes of that behavior are valued, seen as important to the individual or lead to desirable and expected outcome.
- The modeled behavior is more likely to be integrated by the observer when the model has characteristics similar to the observer, there is a cognitive-behavioral connection with the model, the model is admired by the observer, and the behavior that is adopted has practical or functional value".

As Miller (2009, pp.232, 233) reports, "the guiding belief of social learning theorists was that personality is learned. They brought the parts of Freudian theory that were testable into the laboratory and ignored the rest. By extending learning principles to important real-life social behaviors, they increased the plausibility of learning theory". As emphasized by Wanberg et al. (2010), "SLT defines four requirements for learning and modeling behavior" (p.6):

- "Attention to the modeling events in the environment and the characteristics of the observer to attend to those events (emotional, perceptual set, arousal level).
- Retention, which is the cognitive component involving remembering what one observed, coding, organizing and rehearsing it at the cognitive level.
- Reproduction or the ability to reproduce or copy the behavior which includes observing the self reproducing the behavior and feedback of the accuracy of that reproduction.
- Motivation or behavioral consequence that justifies wanting to adopt the behavior which includes self-reinforcement" (p.7)

Below, Figure 31 shows Bandura's outline of the cognitive processes underlying observational learning (Bandura, 1986) as aforementioned.

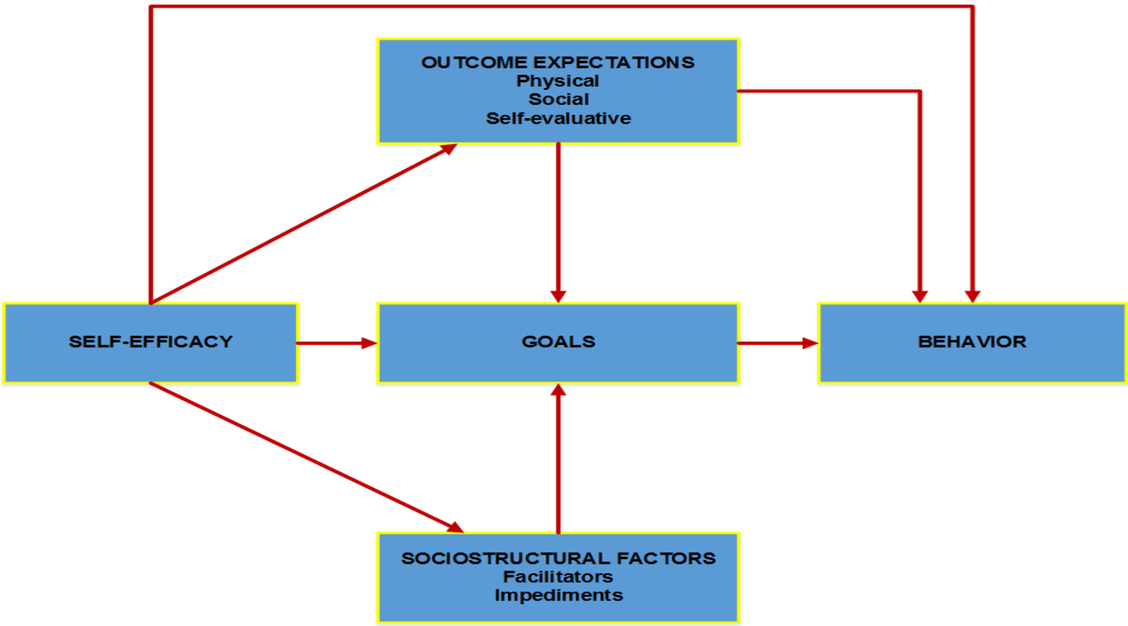
Figure 31. Subprocesses Underlying Observational learning According to Bandura.

	ATTENTIONAL PROCESSES	RETENTION PROCESSES	PRODUCTION PROCESSES	MOTIVATIONAL PROCESSES	
	Modeled events	Symbolic coding	Cognitive representation	External incentives	
	Salience	Cognitive organization	Observation of enactments	Sensory	
	Affective valence	Cognitive rehearsal	Feedback information	Tangible	
	Complexity	Enactive rehearsal	Conception matching	Social	
	Prevalence			Control	
	Functional			Vicarious incentives	
MODELED EVENTS				Self-incentives	MATCHING PATTERN
				Tangible	
				Self-evaluative	
→	***Observer attributes*** →	***Observer attributes*** →	***Observer attributes*** →	***Observer attributes***	→
	Perceptual capabilities	Cognitive skills	Physical capabilities	Incentive preferences	
	Perceptual set	Cognitive structures	Component subskills	Social comparative biases	
	Cognitive capabilities			Internal standards	
	Arousal level				
	Acquired preferences				

Source: From Albert Bandura, *Social Foundations of Thought and Action* (1986) p.52 in Miller (Miller, 2009, p.241)

According to Miller (2009), "Bandura has continued to develop social learning theory and make it even more cognitive, and thus the term social cognitive theory. Social learning theory was able to continue to thrive, despite the demise of learning theory more generally, because Bandura brought cognition into social learning theory early on in plausible and interesting ways. Because of this groundbreaking empirical and theoretical work, Bandura became one of the most notable psychologists in the field" (p.235).

Figure 32. Structural Paths of Influence Wherein Perceived Self-Efficacy Affects Motivation and Performance Accomplishments Directly and Through Its Impact on Goals, Outcome Expectations, and Perception of Sociostructural Facilitators and Impediments

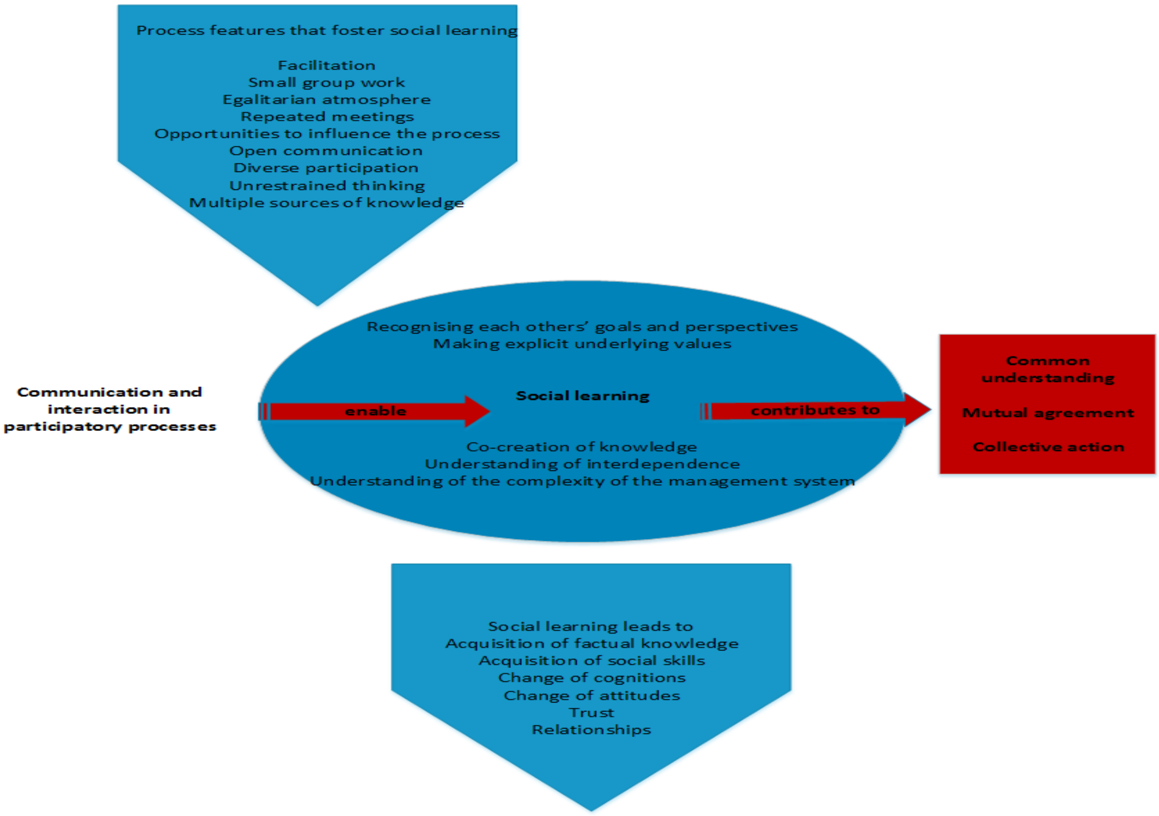


Source: (Bandura, 2012, p.14)

According to Bandura (2012), "social cognitive theory provides not only knowledge for predicting behavior but also a theory of learning and change. It specifies the modes and mechanisms of learning as they operate through attentional, representational, translational, and motivational processes. The learning portion of the theory, which is a key feature of the change model, specifies how individuals acquire knowledge structures; cognitive, social, and emotional proclivities; and behavioral competencies (Bandura, 1986, 1997). This body of knowledge for effecting personal and social change is one of the hallmarks of social cognitive theory" (pp.13, 14), as it may be observed in Figure 32 above.

As Muro and Jeffrey (2008, p.328) acknowledges, "human behaviour is explained in terms of continuous reciprocal interaction between cognitive, behavioural and environmental influences. Through feedback and reciprocity, reality is perceived through the interaction between the environment and one's cognitions (Bandura, 1986). Individuals are seen both as products and producers of their own environments and of their social systems. Self-regulatory and self-reflective mechanisms enable individuals to control their actions, reflect on their behaviour, beliefs and values and adapt cognition and behaviour accordingly (Kihlstrom and Harackiewicz 1990)". As Miller (2009) observes, "social learning theory's strengths are its focus on the situational, social, and emotional influences on behavior and its testability"..."Two weaknesses are an inadequate account of cognitive development and an inadequate description of development in natural settings" (p.257). Further, Muro and Jeffrey (2008) state that, "what learning is and how humans learn are difficult questions to answer. Not only are there a number of theories describing a variety of learning processes, there is also no unified view of the changes that these processes stimulate" (p.327). In words of Sims Jr and Lorenzi (1992, p.4), "there are many sides to social learning and cognition, and, as in the fable of the six blind men and the elephant, what you learn will depend on where you stand, as well as on what you seek". In sum, although social learning theory is most commonly associated with the behaviorist Albert Bandura, and most commonly related to the educational field (Bahn, 2001; Callery, 1990; Ormrod & Davis, 2004; Parcel & Baranowski, 1981), it is also applied to Criminology (Akers, 1964; Akers & Lee, 1999; Fox, Nobles, & Akers, 2011), Psychotherapy and Developmental Psychology (Bussey & Bandura, 1999; Miller, 2009; Rotter, Chance, & Phares, 1972; Zimmerman, 1989) and Management (Jordan, Brown, Treviño, & Finkelstein, 2013; Latham & Saari, 1979; Manz & Sims, 1980; Sims Jr & Lorenzi, 1992; Wood & Bandura, 1989). As Wenger (2000) posits, "the success of organizations depends on their ability to design themselves as social learning systems and also to participate in broader learning systems such as an industry, a region, or a consortium" (p.225). Having in account that "global competition demands internal cooperation. Management must make the most of each employee, not by coercion but by consensus, by sharing the vision, the goals, the responsabilities, and the rewards of managing" (Sims Jr & Lorenzi, 1992, p.5). "Therefore, social learning is not only seen as a prerequisite for individual behavioural change but also for collective action" (Muro & Jeffrey, 2008, p.332). Considering that "people think, learn, and perform in a social context. The relationship between managers and employees – leadership – is the focus of social learning and cognition in organizations" (Sims Jr & Lorenzi, 1992, p.2). As Brown, Trevino, and Harrison (2005, p.119) state, "leadership involves influence (Yukl, 2002)". In their words (p.119), "a social learning perspective on ethical leadership proposes that leaders influence the ethical conduct of followers via modeling. The term modeling covers a broad range of psychological matching processes, including observational learning, imitation, and identification. According to Bandura (1986) virtually anything that can be learned via direct experience can also be learned by vicarious experience, via observing others' behavior and its consequences. This process seems particularly important when the behavioral target is ethical conduct in organizations. Employees can learn what behavior is expected, rewarded, and punished via role modeling. Leaders are an important and likely source of such modeling first by virtue of their assigned role, their status and success in the organization, and their power to affect the behavior and outcomes of others. High standing in a "prestige hierarchy" and the ability to control rewards both contribute to modeling effectiveness (Bandura, 1986, p. 207)". The study of Muro and Jeffrey (2008), shows a compound model of social learning drawn from literature as may be observed below, in Figure 33.

Figure 33. A Compound Model of Social Learning Drawn from Literature



Source: (Muro & Jeffrey, 2008, p.332)

Next section introduces the theory of behavioral decision.

Behavioral Decision Theory

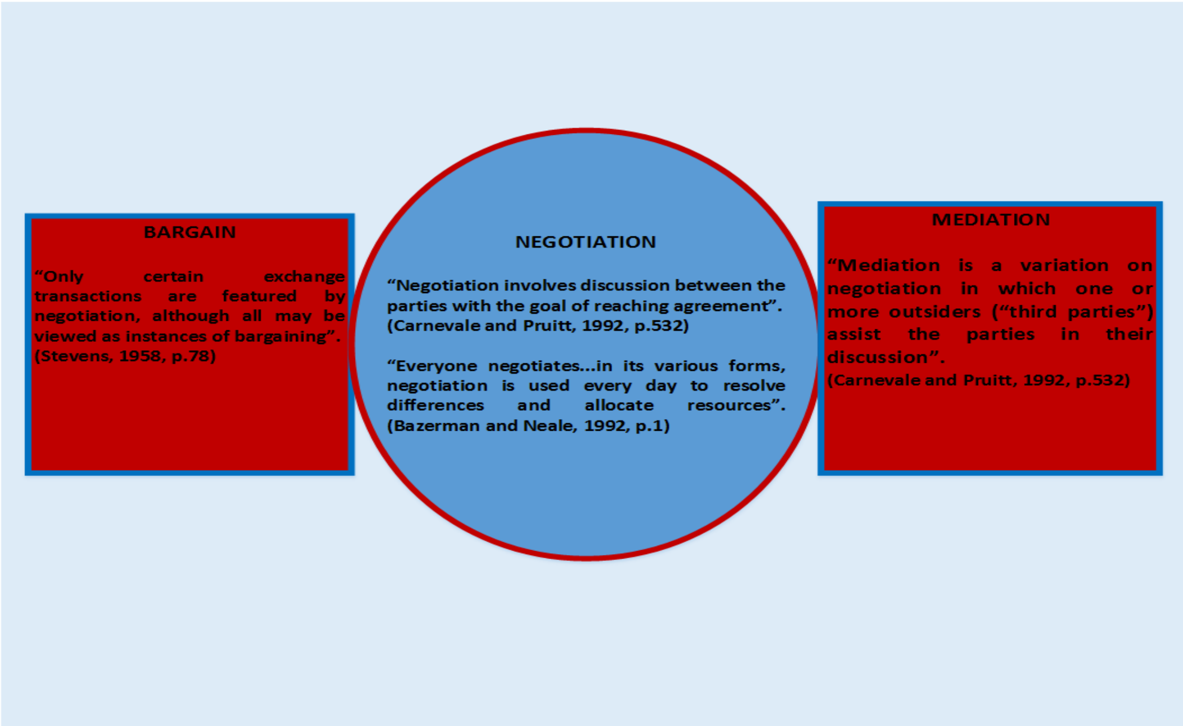
Several authors highlight that "judgments and choices are fundamental human behaviors that have been investigated from a variety of perspectives over many years" (Huber & Payne, 2011, p.373). In the words of Takemura (2014, p.V), behavioral decision theory "…is called theory, but it is a combination of various psychological theories, for which no axiomatic systems such as those with which the utility theory widely used in economics have been established, but it is often limited to qualitative knowledge". According to him, "as the studies of H. A. Simon, who won the Nobel Prize for economics in 1978, and D. Kahneman, who won the prize in 2002 suggest, however, the psychological methodology and knowledge of behavioral decision theory have been applied widely in such fields as economics, business administration, and engineering, and are expected to become useful in the future" (p.V). He states that, "behavioral decision theory is related closely to behavioral economics and behavioral finance, which have been popular in recent years" (p.V), and emphasizes that, "behavioral economics is an attempt to understand actual human economic behavior, and behavioral finance studies human behavior in financial markets" (p.V). He also remarks that, "the research of people's decision-making represents an important part also in these fields, in which various aspects overlap with the scope of behavioral decision theory" (p.V). Simon (1959, p.273) highlights that, "a real-life decision involves some goals or values, some facts about the environment, and some inferences drawn from the values and facts". He says that, "the goals and values may be simple or complex, consistent or contradictory"; that "the facts may be real or supposed, based on observation or the reports of others"; and that "the inferences may be valid or spurious" (p.273). According to him, "the whole process may be viewed, metaphorically, as a process of "reasoning," where the values and facts serve as premises, and the decision that is finally reached is inferred from these premises" (p.273). He claims that, "the resemblance of decision-making to logical reasoning is only metaphorical, because there are quite different rules in the two cases to determine what constitute "valid" premises and admissible modes of inference" (p.273). Loewenstein (1996, p.214) states that, "behavioral decision theory studies the trade-offs people make when they decide between options or courses of action". He says that, "behavioral decision theory also helps us to understand ethical decisions that involve trade-offs". Once, "business decision making often calls for trade-offs between the well-being of the decision maker and that of others". In sum, "in an uncertain world even a "good" decision can have a bad outcome, so it is not appropriate to judge such decision-making on the basis of outcome alone. Rather, it is necessary to examine decisions for consistency with the facts known at the time of the decision and the management goals that the decision is intended to advance" (Maguire & Albright, 2005, pp.48, 49).

Next section presents the theory of negotiation and highlights the distinction among bargain, negotiation and mediation.

Negotiation Theory

Before introducing the theory of negotiation, it is important to point out the subtle distinction among bargain, negotiation and mediation. Figure 34 offers the views of three relevant authors in this field regarding these terms.

Figure 34. Distinction among Bargain, Negotiation and Mediation



Source: own creation based on (Bazerman & Neale, 1992; Carnevale & Pruitt, 1992; Stevens, 1958)

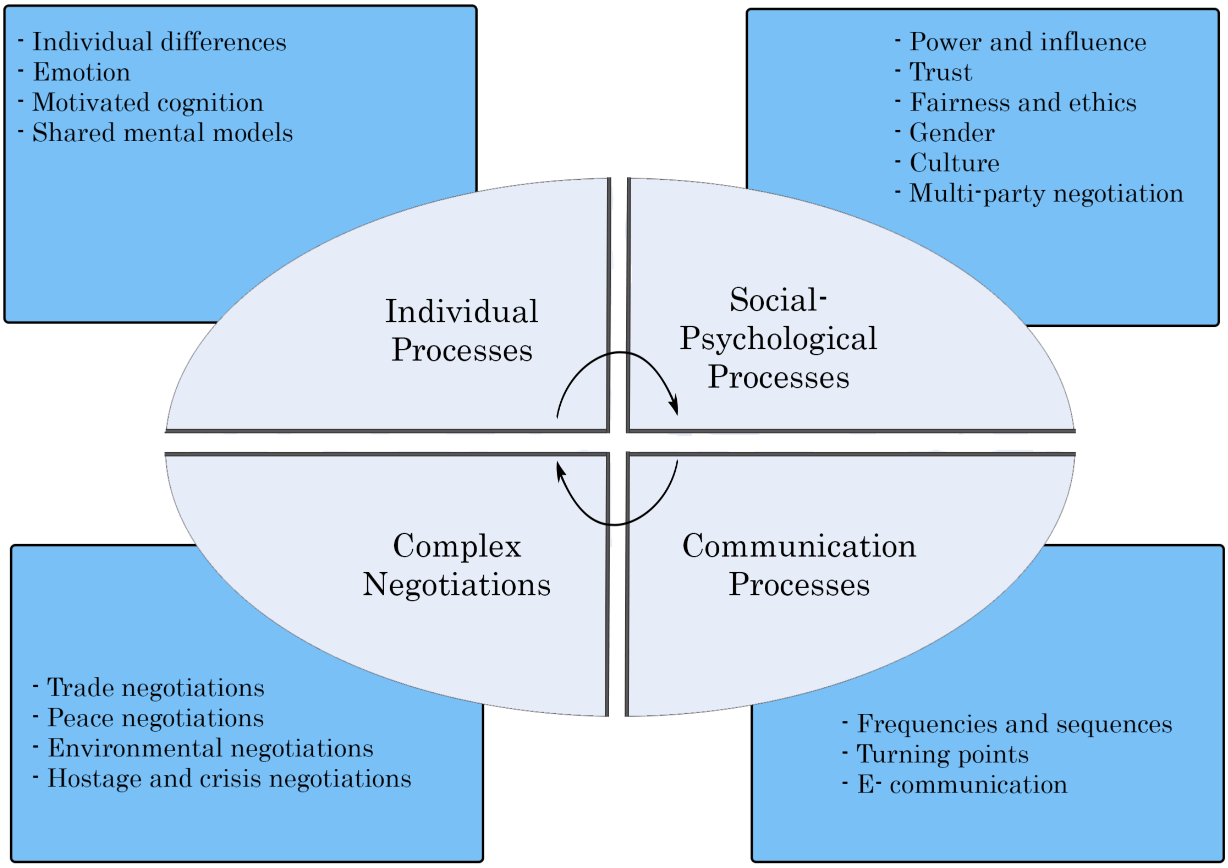
According to Stevens (1958), "in much of the literature the terms "bargaining" and "negotiation" are used more or less interchangeably, as if they had reference to the same phenomena. However, it is helpful to maintain a distinction between the two. In any exchange transaction, for example, an ordinary retail purchase, a bargain (regarding the terms of exchange) is struck, and hence, a kind of bargaining may be said to have taken place. But, as in this instance, there need be no negotiation involved. Only certain exchange transactions are featured by negotiation, although all may be viewed as instances of bargaining. Thus negotiation is just one of several ways in which a bargain may be concluded" (p.78). Furthermore, Carnevale and Pruitt (1992) highlight the subtleness between negotiation and mediation, for them "negotiation and mediation are procedures for resolving opposing preferences between parties. Negotiation involves discussion between the parties with the goal of reaching agreement. There is no limit to the number of parties ("disputants") who can take part in negotiation, but two-party negotiations are the kind most often studied. Mediation is a variation on negotiation in which one or more outsiders ("third parties") assist the parties in their discussion" (p.532). Bazerman and Neale (1992, p.1) reinforce that "everyone negotiates". They also claim that "while many people think of negotiation as something that takes place only between a buyer and a seller or a union and management, in its various forms", they emphasize, "negotiation is used every day to resolve differences and allocate resources". Moreover, they question, "what could be more central to business than negotiation?". In this sense, they introduce the perspective of *negotiating rationally,* what according to them means study the situations in order to make the best decisions and achieve and maximize one's interests. However, as they highlight, sometimes, "…no agreement at all" is better than reaching an agreement.

Regarding negotiation theory, Zartman (1975) states that, "a theory of negotiation is a set of general interrelated causal statements which explain how and which outcomes are chosen" (p.70). In words of Olekalns and Adair (2013, p.3) regarding the origins of the negotiation research, there is "no doubt each negotiation scholar has her own answer, but three books stand out to us as laying out the foundations from which negotiation research was launched. Published in 1965, Walton and McKersie's *A Behavioural Theory of Labour Negotiations: An Analysis of Social Interaction Systems* set out two approaches to negotiation, integrative and distributive, that continue to underpin scholarship in the field". As also Thompson et al. (2010) state, "negotiations are integrative when all creative opportunities are leveraged and no resources are left on the table" (p.493), and distributive "when negotiators are mainly concerned about their own economic outcomes and not the joint outcomes of all negotiating parties" (p.494). Yet according to Olekalns and Adair (2013):

"In the early 1970s, two books began to explore these concepts in greater depth, and foreshadowed many of the topics that negotiation researchers have since returned to. *The Social Psychology of Bargaining and Negotiation*, by Rubin and Brown (1975), provides a comprehensive review of research drawing on experimental games such as Acme Trucking and Prisoner's Dilemma. Their analysis provides an in-depth discussion of how structural variables such as the number of parties, the number and types of issues, and the physical setup shape negotiations. They go on to consider how individual differences, power, motivational orientation, and influence impact on negotiations. These latter themes are developed in Morton Deutsch's (1977) *The Resolution of Conflict: Constructive and Destructive Processes*, which explored the factors that direct negotiators to either compete or cooperate in greater depth. Among these factors are the contexts within which negotiations take place, the content of communication (threats and promises), as well as the nature of the relationship (trust or suspicion)" (p.3).

Figure 35 shows the themes that continue to inspire negotiation researches these days Olekalns and Adair (2013).

Figure 35. Four Perspectives on the Negotiation Process



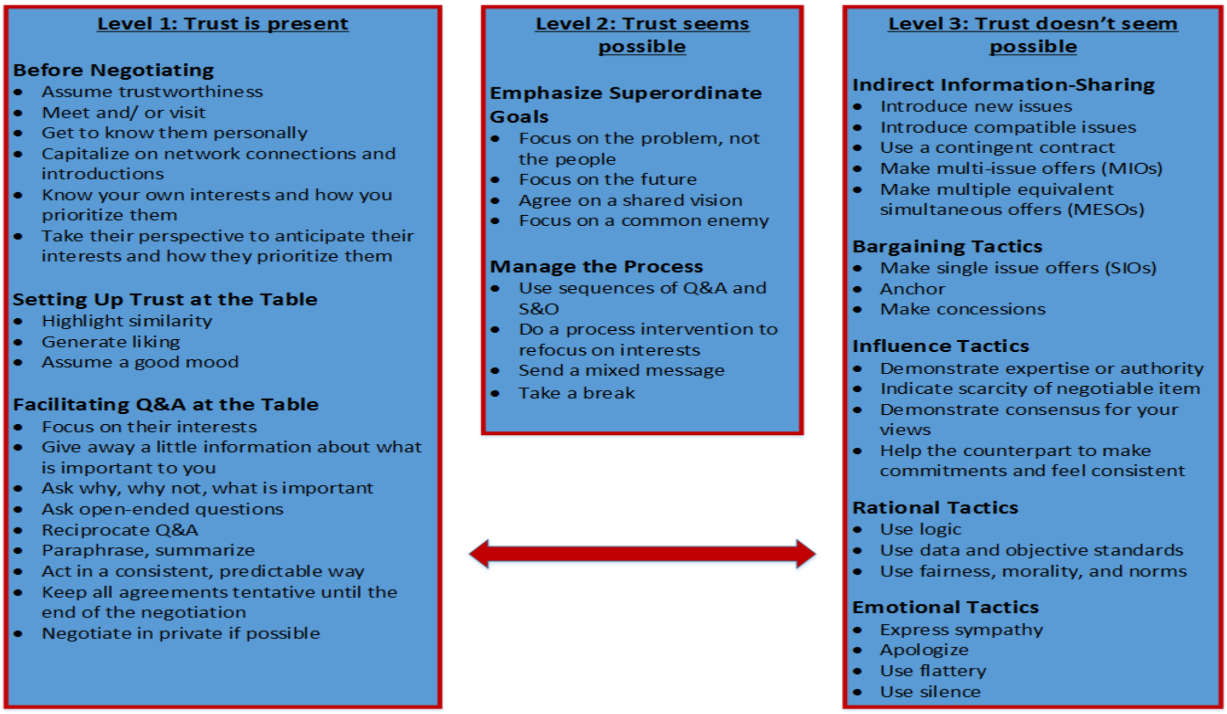
Source: (Olekalns & Adair, 2013, p.4)

As Bazerman et al. (2000) emphasize, "in their review of research on negotiation and mediation, Carnevale & Pruitt (1992) predicted that cultural differences in negotiation would increase in importance as a result of growing interrelationships among nations. Indeed, over the past decade, we have seen an expansion of research on culture and negotiation (Weiss 1996)" (p.296). They highlight two types of literature, "the first type includes research on cross-cultural differences in negotiation behavior as well as how these affect and are affected by the parties' conceptions of negotiation. The second type deals with negotiating across cultural boundaries and prescriptive techniques for doing so successfully" (p.296). They say that, "over the past decade, dozens of studies have examined how the meaning and practice of negotiation varies across cultures (Cohen 1997, Leung 1998, Markus & Lin 1998)" (p.296). Yet, according to them, "of the multiple dimensions of cultural variability recognized by cultural psychologists, the most relevant to the culture and negotiation literature have been collectivism-individualism, power distance, communication context, and conception of time (Brett et al 1998, Cohen 1997, Leung 1998)". More specifically, "the first two dimensions emerged from a much-cited survey of international values conducted by Hofstede (1980, 1983). The last two dimensions emerged from the work of Hall (1976)" (p.297). They emphasize that, "although individualism-collectivism may in fact represent a number of cultural factors rather than a single trait (Triandis 1995), it is perhaps the most important (Triandis 1990) as well as the most frequently cited cultural dimension in studies of negotiation (Leung 1998). They claim that, "members of individualist cultures are said to have loose ties among individuals and to value independence, uniqueness, and individual goals, whereas members of collectivist countries are said to have tight ties among individuals and to value interdependence, doing one's duty, and the goals of the collective (Hofstede 1983, Markus & Kitayama 1991, Triandis 1990)". They also call attention to the fact that, "many researchers have explored how the individualism-collectivism dimension applies to conflict management. Generally speaking, the individualist negotiator (e.g. United States, Great Britain, The Netherlands) is more concerned with preserving individual rights and attributes, whereas the collectivist negotiator (e.g. Colombia, Pakistan, Taiwan) is more concerned with preserving relationships (Markus & Lin 1998)" (p.297). They state that:

"A number of cross-cultural studies of negotiation-related behavior and cognition have provided data consistent with the generalization that members of individualist cultures are more likely to handle conflicts directly through competition and problem solving, whereas members of collectivist cultures are more likely to handle conflict in indirect ways that attempt to preserve the relationship (Leung 1998, Starr & Yngvesson 1975). For example, Americans (individualists) were more likely than Japanese (collectivists) to hold egocentric notions of fairness and to defect in asymmetric social dilemmas (i.e. placing individual goals ahead of group goals) (KA Wade-Benzoni, T Okumura, JM Brett, DA Moore, AE Tenbrunsel et al, unpublished data). In a conflict scenario study (E Weldon, KA Jehn, L Doucet, X Chen & W Zhong-Ming, unpublished data), Chinese (collectivists) more frequently addressed the conflict with the express interest of maintaining relationships, whereas Americans simply wanted to address the incident itself" (p.297).

In their research Fortgang, Lax, and Sebenius (2003) introduces the concept of social contract. They emphasize that "experienced negotiators are generally comfortable working out the terms of an economic contract: they bargain for the best price, haggle over equity splits, and iron out detailed exit clauses. But these same seasoned professionals often spend so much time hammering out the letter of the deal that they pay little attention to the social contract, or the spirit of the deal. So while the parties agree to the same terms on paper, they may actually have very different expectations about how the agreement will work in practice" (p.2). According to them, "without their arriving at a true meeting of the minds, the deal they've signed may sour" (p.2). Although, as they mention, the term "social contract" carries political connotations, they use it in a negotiation context, in terms of the parties' expectations (p.3). They suggest that the social contract has two levels, in their words: "the *underlying social contract* answers the question, What? (For instance, are we working out a series of discrete transactions or a real partnership? *What* is the real nature, extent, and duration or our agreement?). The *ongoing social contract* answers the question, How? (In practice, *how* will we make decisions, handle unforeseen events, communicate, and resolve disputes?)" (p.3). According to Gunia, Brett, and Nandkeolyar (2012), "it's no secret that negotiations are more fruitful when parties freely share information about their interests and goals. But that requires trust, which may be in short supply at the bargaining table. This appears to be true especially in Asian countries, including India and Japan, and in negotiations involving parties from different cultures" (p.2). They suggest that "negotiators should first assess how much they already trust or distrust the other party, and vice versa, and decide which of three levels best describes the relationship: Trust is likely (Level One), possible (Level Two), or not possible (Level Three). Negotiators at Level One or Two may have opportunities to increase trust substantially. For instance, if parties at Level Two emphasize overarching goals or a shared vision, they may be able to shift to Level One strategies. But previous research suggests that distrust is generally deepseated and hard to shake, leaving Level Three negotiators without many options" (p.2). Figure 36 below shows the view of Gunia, Brett, and Nandkeolyar (2014) related to the three aforementioned levels of trust and their proposed strategies to attain satisfactory agreements.

Figure 36. Levels of Trust and Adaptive Strategies



Source: (Gunia et al., 2014, p.31)

As Gunia et al. (2014) emphasize, "trust is critical in negotiations around the world. Without it, negotiators cannot share the information needed to create the value needed to walk away satisfied——objectively or subjectively. Even if the need to trust in negotiations is universal, the propensity to trust is not. The members of different cultures bring different trust propensities to the bargaining table, raising the likelihood that global negotiators will face counterparts with widely varying levels of trust. That makes it important for negotiators to diagnose the level of trust that prevails in their own negotiations, using whatever clues are available" (p.34). Malhotra and Bazerman (2007) suggest an investigative negotiation approach for negotiators, in order to "transform competitive negotiations into ones with potential for building trust and cooperation, creating value, and engendering mutual satisfaction" (p.7). In sum, as Peleckis (2014) observes, "studies of international business negotiations team building processes showed that the personal qualities and skills are significant for the negotiation process and the end result" (p.72). Thus, the importance of trust in negotiations as aforementioned and highlighted by many authors in different aspects (Buchan & Croson, 2004; de Pablo Gonzalez del Campo, Garcia Pardo, & Hernandez Perlines, 2014; Kramer & Lewicki, 2010; Mayer, Davis, & Schoorman, 1995; Morgan & Hunt, 1994; Schoorman, Mayer, & Davis, 2007; Smyth, Gustafsson, & Ganskau, 2010), and consequently to have also a good reputation, as claimed by Ma and Parks (2012), since "negotiations represent a strong context where parties involved seek to satisfy their own interests with the cooperation of other parties, with mixed motives of simultaneously satisfying own interests and satisfying others' interests. The strong contextual cues provided by negotiations push the parties to be situationally cognizant (Anderson and Shirako 2008; Tinsley et al. 2002). Consequently, negotiators tend to be aware of how their actions may influence their reputations in counterparts' eyes, then counterparts' reactions, as well as their own negotiation processes and outcomes (Banas and McLean Parks 2000; Tinsley et al. 2002)" (p.162, 163). The following section presents an overview of the four dimensions identified in the dynamics of the negotiation process.

1.1.3.2 Conceptual Overview of the Four Dimensions Identified in the Dynamics of the Negotiation Processes

Below, the four dimensions: ethics, emotional inteligence, decision-making and leadership, identified in the dynamics of the negotiation process during this empirical work are presented.

ETHICS

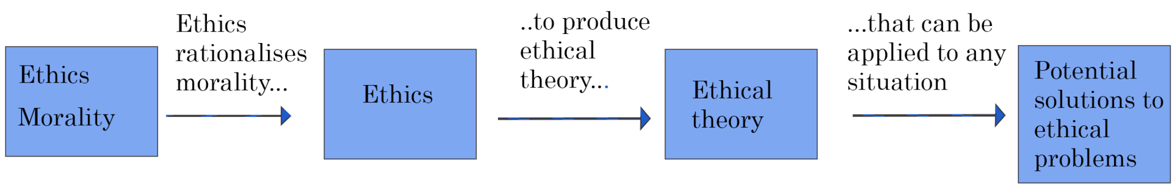
According to the *Oxford Dictionary of English*[4], the term Ethics (treated as plural) refers to "moral principles that govern a person's behavior or the conducting of an activity", while (treated as singular) refers to "the branch of knowledge that deals with moral principles". It says that: "Schools of ethics in Western philosophy can be divided, very roughly, into three sorts. The first, drawing on the work of Aristotle, holds that the virtues (such as justice, charity, and generosity) are dispositions to act in ways that benefit both the person possessing them and that person's society. The second, defended particularly by Kant, makes the concept of duty central to morality: humans are bound, from a knowledge of their duty as rational beings, to obey the categorical imperative to respect other rational beings. Thirdly, utilitarianism asserts that the guiding principle of conduct should be the greatest happiness or benefit of the greatest number".

Crane and Matten (2010) call attention to the "common usage" of 'ethics' and 'morality' and highlight the distinction between the two terms and the relationship between morality, ethics and ethical theory as follows:

"Morality is concerned with the norms, values, and beliefs embedded in social processes which define right and wrong for an individual or a community. Ethics is concerned with the study of morality and the application of reason to elucidate specific rules and principles that determine right and wrong for a given situation. These rules and principles are called ethical theories" (p.8).

According to them, “morality precedes ethics, which in turn precedes ethical theory” (p.8), as may be observed in Figure 37.

Figure 37. The Relationship between Morality, Ethics and Ethical theory



Source: (Crane & Matten, 2010, p.8)

Lewis (1985) posits that, “the study of ethics is an ancient tradition, rooted in religious, cultural, and philosophical beliefs”, and that “the study of business ethics is of recent interest” (p.377). According to O’Fallon and Butterfield (2005), “the field of business ethics is commonly divided into two realms – normative ethics, which resides largely in the realm of moral philosophy and theology and guides individuals as to how they should behave, and descriptive (or empirical) ethics, which resides largely in the realm of management and business and is concerned with explaining and predicting individuals’ actual behavior (e.g., Donaldson and Dunfee, 1994; Treviño and Weaver, 1994; Weaver and Treviño, 1994)” (p.375). Tenbrunsel and Smith-Crowe (2008) highlight that “…the distinction between descriptive (or behavioral) approaches to ethics versus normative approaches”, is that “the goal of the former is to study what people do, and the goal of the latter is to construct argument regarding what people should do” (p.549). However, as they observed in their review, “it became readily apparent that one notable void in the field was a definition of the fundamental concept of “ethical” (p.547). In their work, they reported one of the few definitions in the field, the one offered by Jones (1991) who states that: “an ethical decision is a decision that is both legally and morally acceptable to the larger community. Conversely, an unethical decision is a decision that is either illegal or morally unacceptable to the larger community. This definition follows from Kelman and Hamilton’s (1989) definition of crimes of obedience and is consistent with the definitions used, either explicitly or implicitly, by some other authors in the field of ethics (p. 367)”. In (Tenbrunsel & Smith-Crowe, 2008, p.549).

As Morris (2004) claims in his study about moral problems, “important business decisions can have an operational dimension, a legal dimension, a financial dimension, a psychological

[4] **Source:** http://www.oxforddictionaries.com/definition/english/ethics

dimension, an accounting dimension, a marketing dimension, and a human resource dimension"… as well as "an ethical dimension" (p.347).

One of the contributions offered by Baker, Hunt, and Andrews (2006) to the literature in business ethics, is a model that incorporates a number of antecedent variables including corporate ethical values, organizational justice, organizational commitment, and their interconnection (Table 17).

Enderle (2014)[5] suggestes a "typology of international relations and combine it with the three-level conception of business ethics that is nowadays widely accepted in business ethics circles" (p.2), which comprehends "the levels of individuals (persons), organizations, and systems (that is, the so-called micro-, meso- and macro-levels)" (p.2) (see Table 17). According to him, "each type of ethics is somewhat connected to a particular empirical type of international relations and displays some strengths and some weaknesses" (p.4). As he claims, it "can be used in either a descriptive-analytical or in a normative-ethical sense" (p.4). Below "four different types of ethics" (p.4) are described in his words as follows:

a) "The ‘‘foreign country'' type implies ‘‘ethical relativism'': the relevant ethical standards are given by the foreign country. This adaption or adjustment may reflect respect for foreign traditions while disregarding one's roots in the home country.
b) The ‘‘empire'' type implies ‘‘ethical imperialism'': the relevant ethical standards are given by the home country. Reaching out to the whole world, the home values and norms are asserted and imposed while adaption or adjustment to the host countries' values and norms are excluded.
c) The ‘‘interconnection'' type implies an ‘‘ethics of reciprocity'': the relevant ethical standards arise from both sides, the home and the host country, and are driven by mutual advantage while disregarding or harming the interests of third parties.
d) The ‘‘globalization'' type implies a ‘‘universal ethics'': the relevant ethical standards apply to all actors on the planet Earth regardless of their different local traditions and cultures" (p.4).

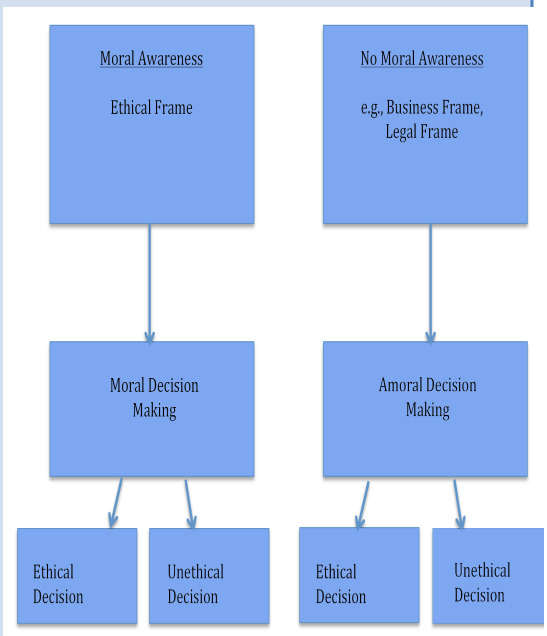
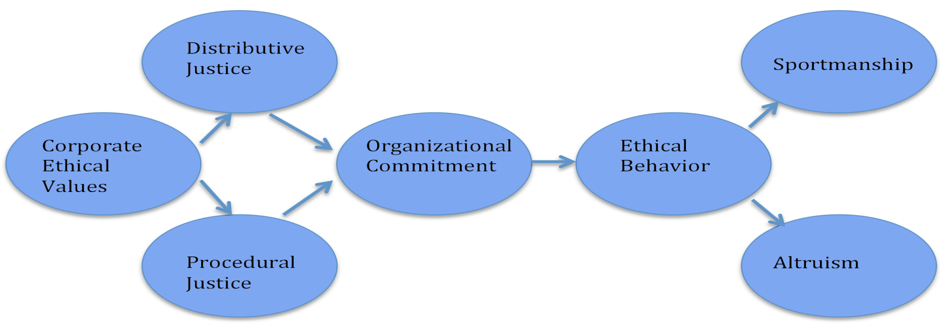
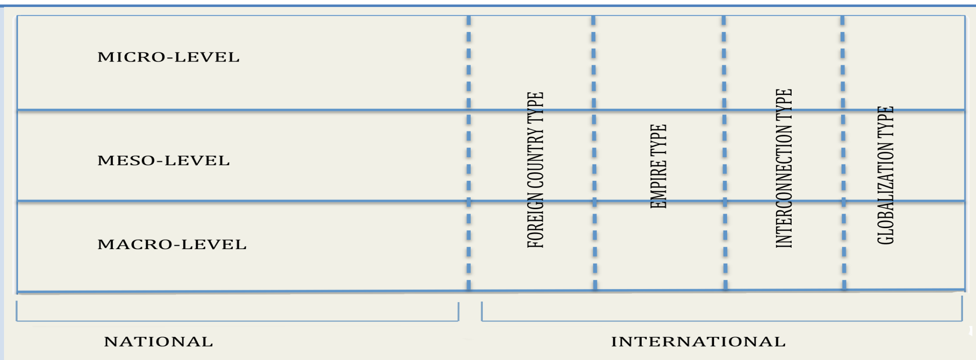
According to the review carried out by Tenbrunsel and Smith-Crowe (2008) within the domain of business ethics, drawing also from work in other fields, especially psychology, they suggest a Model of Ethical Decision Making that "uncovered three important components in ethical decision making: moral awareness, moral decision making, and amoral decision making" (p.552). They claim that "crucial in understanding what drives ethical decision making is knowing whether decision makers are morally aware. If they are, decision makers engage in *moral decision making"*, and "if they are not, individuals engage in what" they term "amoral

[5] **Source:** Published online, 13 June 2014 pp.1-13

decision making" (p. 552). They also proposed a Typology of Dependent Variables, based on "the distinction between process and the ethicality of decisions" (p.553). They acknowledge that "this typology, which distinguishes between intentionality and ethicality, is derived from both the need to bridge the gap between descriptive and normative approaches to ethics and the recognition that understanding the decision maker's perspective along with the normative consequences of their actions are both crucial to enhancing our knowledge of ethical decision making" (p.553). They report that "distinguishing between the process that produced the decision (moral or amoral decision making) and the decision that resulted (ethical or unethical) produces four different outcomes—intended ethicality, unintended ethicality, intended unethicality, and unintended unethicality" (p.553). The aforementioned models may be observed in Table 17.

Table. 17 Models Related to Business Ethics

<table>
<tr><th>Author/ year</th><th>Typology</th><th>Model</th></tr>
<tr><td>Tenbrunsel and Smith-Crowe (2008)</td><td>Typology of Dependent Variables (p.554)

</td><td>Model of Ethical Decision Making (p.548)

</td></tr>
<tr><td>Baker, Hunt and Andrews (2006)</td><td colspan="2">The research model (p.850)

</td></tr>
<tr><td>Enderle (2014)</td><td colspan="2">
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Source: Own creation based on (Baker et al., 2006; Enderle, 2014; Tenbrunsel & Smith-Crowe, 2008)

According to De George (1987), "previous decades from the 1920s to the late 1960s saw isolated texts and courses, but no concerted movement and nothing identifiable as a field" of business ethics (p.201). Randall and Gibson (1990), state that, "empirical research on ethical beliefs and behavior in business organizations" (p.458) …began "with a well-known study of attitudes of executives toward business ethics (Baumhart, 1961)" (p.458). De George (1987) claims that the field of "business ethics has developed in five stages" (p.201) which are summarized as follows (pp.201-208):

1. Prior to 1960: the "ethics in business" stage, which principal activity was primarily theological and religious;
2. 1960 – 1970: "the rise of social issues in business", texts and treatises on corporate social responsibility;
3. The 1970s: "the rise of business ethics as an emerging field", "the development of the field of business ethics began in the 1970s, theologians and religious thinkers had developed the area of ethics in business and continued to develop it", "the concern of the 1960s broadened in the 1970s from the student population to the general population", "conferences on the social responsibilities of business and on moral issues in business mushroomed";
4. The first half of the 1980s: "the period of initial consolidation", "by 1985 business ethics had become an academic *field*, albeit still in the process of definition", "business ethics became institutionalized";
5. The 2nd half of the 1980s and beyond: "the framework is not supplied by any ethical theory – Kantian, utilitarian, or theological – but by the systematic interdependence of the questions, which can be approached from various philosophical, theological or other points of view", "the field is defined by the interaction of ethics and business", "business ethics is as national, international, or global as business itself, and no arbitrary geographical boundaries limit it", "a closer relation between researchers and business…would be useful", "business ethics has become an established field".

Therefore, far from being considered an oxymoron (Collins, 1994), during the last decades, business ethics and "research on ethical decision making, or behavioral ethics, in organizations has developed from a small niche area to a burgeoning stand-alone field, one that has gained not only in number of articles written but in the legitimacy of the topic and the field" (Tenbrunsel & Smith-Crowe, 2008, p.545). Nel, Pitt and Watson (1989) claim that "there are three fundamental barriers to exposing, counteracting, and eventually eradicating unethical behavior in an organization. Firstly, there is the chain of command, confronting members of the organization with the problem of going around and above their superiors. A second obstruction is peer pressure – group membership will require individual to stay in line. …Thirdly, there is the problem of equivocal prerogatives – policies are so discrepant or incoherent that executives are unsure of the correct procedures to be followed" (p.782). The relevance of ethics and the lack of it in organizational climate, behavior and outcomes has been subject of study for many scholars recently (e.g., Baker et al., 2006; Barnes, Schaubroeck, Huth, & Ghumman, 2011; Gino & Margolis, 2011; Hancock, 2007; Mulder & Aquino, 2013; Perryer & Scott-Ladd, 2014; Schminke, Ambrose, & Neubaum, 2005). Gino and Margolis (2011) highlight the growing interest of the media in topics like "the recent world-wide financial crisis", and "corporate scandals", clear examples of unethical behavior (p.145). They claim that "the question of whether unethical behavior such as cheating, stealing, and dishonesty is shaped by the environment is fundamental to both organizations and society" (p.155). More specifically, Schminke, Ambrose and Neubaum (2005) argue that cases like Enron and WorldCom among others, put in evidence the importance of ethical leadership "in the current business environment" (p.135), as well as in "the role that organizational leaders play in influencing ethics and ethical behavior in their organizations, at both macro- and micro-levels" (p.135). According to Mulder and Aquino (2013), "it is neither controversial nor insightful to claim that people are sometimes dishonest" (p.219). They state that, "dishonesty is among the most ubiquitous of social behaviors" (p.219). As they also highlight, this may be observed in the study carried out by Hancock (2007) about digital deception, who claims that, "the more synchronous and distributed but less recordable a medium is, the more frequently lying should occur" (p.294). Accordingly, the results of his research showed that people tend to lie mostly on the telephone (37%), followed by face-to-face (27%), instant messaging (21%) and the least by e-mail (14%) (p.294). Perryer and Scott-Ladd (2014) claim that, "some failed organizations appear to have had appropriate management controls such as formal approval procedures, reconciliations and audit requirements in place" (p.123). However, accoding to them, "what they seem to have lacked is soft controls based on a management philosophy, which requires that organizational players behave with integrity" (p.123). In sum, according to Barnes et al. (2011) who found a relation also between lack of sleep and unethical behavior, the "harm done to various stakeholders highlights the importance of understanding behavioral ethics in workplace settings" (p.169), considering that "people in business are no more allowed to cheat, steal, lie, harm others, violate their rights, and so on, than anyone else. People are not bound by a different set of moral or ethical norms when they enter their executive suites or their manufacturing plants than when they are not engaging in business" (De George, 2009, p.9). As Baker et al. (2006) state, "it is critical for managers to establish an ethical culture in which employees are encouraged to behave in an ethical manner" (p.849). This, as they argue, would not only help organizations to avoid corporate scandals as the ones publicized by the media lately, but it could also enhace "the firm's image among external constituents" (p.849). As Fontrodona and Argandona (2011) emphasize, "ethics is a necessity for business and professional activity, beyond being in fashion in certain moments" (p.13).

Since the "recent business history has proven beyond any doubt that divorcing business from ethics and values runs huge risks" (Trevino & Nelson, 2010, p.3), next section will discuss the role of values to a greater extent, taking into account the importance of values for business ethics (Argandona, 2003; Marques, 2010; Reave, 2005).

Values

For Rokeach (1979, p.6), "values are standards that are to a large extent derived, learned, and internalized from society and its institutions". According to him, "these standards guide the development of a socially defined sense of self as a competent and moral member of society". He states that "attitudes and values differ from one another in three important respects". In his words, "first, a value transcends specific objects and situations, while an attitude focuses directly on specific objects and situations; second, a value, unlike an attitude, is a standard or yardstick guiding not only attitudes, but also actions, comparisons, evaluations, and justifications of self and others"; and "third, a value, unlike an attitude, is a distinct preference for a specified mode of behavior or for a specified end-state of existence".

Argandoña (2003), highlights that, "*values* has become one of today's buzzwords" (p.15). For Marques (2010), "in this new millennium, a clear trend has been set toward increased human values and less focus on material gains and fleeting positions" (p.381). He states that "…there seems to be general agreement on the fact that challenging times bring us closer to human values than to aggressive financial moves" (p.381). Rokeach (1973) proposed a classification system of values that has been used in different fields and consists of two sets of values, one is known as *terminal values* and the other as *instrumental values*, which comprehend 18 individual values each, as may be observed below:

- *Terminal values:* those that refer to the desirable end-states of existence and to what one aim to achieve during one's lifetime, which vary according to different cultures and group of people, these are: true friendship, mature love, self-respect, happiness, inner harmony, equality, freedom, pleasure, social recognition, wisdom, salvation, family security, national security, a sense of accomplishment, a world of beauty, a world at peace, a comfortable life, and an exciting life;
- *Instrumental values:* those that refer to the behavior or means that one can achieve the terminal values, these are: cheerfulness, ambition, love, cleanliness, self-control, capability, courage, politeness, honesty, imagination, independence, intellect, broad-mindedness, logic, obedience, helpfulness, responsibility, and forgiveness.

Based on Rokeach (1973), the study of Hood (2003) about “the relationship between CEO values, leadership style and ethical practices in organizations” (p.263), found that “the ethical orientation of the CEO is a critical issue to consider in understanding ethical practices in organizations” (p.269). The results of her study “showed that social and morality-based values are directly related to ethical practices of formal statement of ethics and diversity training” (p.269). As she emphasizes, “social values include the values of freedom, equality, and world at peace and morality-based values include the values of forgiveness, helpfulness, politeness and affection” (pp.269, 270). According to her, “these two groups of values take a broad perspective, in which social values indicate a concern for the welfare of others, and morality based values indicate the importance of and concern about the interaction the individual has with others” (p.270). She specifies that, “personal values include honesty, self-respect, courage, and broadmindedness”, and that “competency-based values include logic and competence”. She argues that, “both of these categories of values are focused on the individual rather than on an interaction with others”. According to her, “morality-based and social values, more so than personal or competency based values, tend to link the individual with society. Thus, leaders exhibiting these values are likely to foster ethical practices in the organization” (p.270).

Reave (2005) in her review of more than 150 studies, argues “that there is a clear consistency between the values (in the sense of established ideals) and practices emphasized in many different spiritual teachings, and the values and practices of leaders who are able to motivate followers, create a positive ethical climate, inspire trust, promote positive work relationships, and achieve organizational goals”. According to her, “these spiritual values and practices also allow leaders to achieve organizational goals such as increased productivity, lowered rates of turnover, greater sustainability, and improved employee health.” She argues that “spirituality in the workplace can exist without proselytizing or pressuring individuals”, and underlines that in effective leadership, “spirituality expresses itself not so much in words or preaching, but in the embodiment of spiritual values such as integrity, and in the demonstration of spiritual behavior such as expressing caring and concern” (p.656).

Argandoña (2003) developed a theory about values based on a theory of human action. According to him, “personal values have two components: rationality and virtuality” (p.25). He postulates that, “the process of fostering values within people requires, from the rational viewpoint, an exercise in information (knowledge about the values) and an exercise in education (convincing of the need to use and strengthen certain values, applying the human action theory…)” (p.25). He states that, “the development of organizational values is dependent upon personal values, but also on the organization’s structure, rules and culture”. On discussing “the strategy design process”, he “proposed a sixth-stage procedure for defining, discussing, nurturing and consolidating values”, which are: “(1) identify the currently existing values; (2)

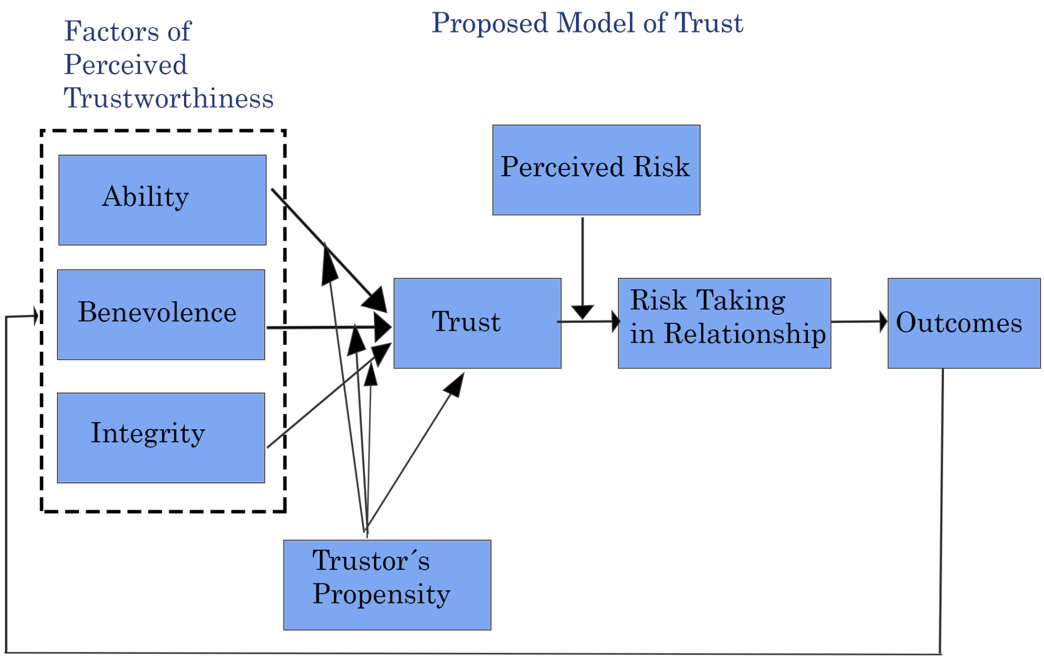
identify the values that are needed; (3) communication, institutionalization and commitment to the values, (4) aligning values and practices, (5) redesigning the human resources policy, and (6) reviewing the process" (p.25).

Based on their empirical study about how happiness mediates the organizational virtuousness, Rego, Ribeiro, Cunha, and Jesuino (2011), claim that "by showing that the perceptions of organizational virtuousness (OV) predict affective commitment (AC), either directly or through the mediating role of affective well-being (AWB), provides practitioners with possible routes to act in favor of such a happier and more committed workforce" (p.530). They suggest that "to build virtuous psychological climates, managers should care about how employees perceive the organization and its managers, paying attention to a number of aspects: (a) a virtuous sense of purpose in the organizational actions and policies; (b) an optimistic perspective toward challenges, difficulties, and opportunities; (c) a respectful and trustful way of acting; (d) a high level of honesty and integrity at every organizational level; (e) interpersonal relationships characterized by caring and compassion; (f) the combination of high standards of performance with a culture of forgiveness and learning from mistakes" (p.530).

In contrast, Menon and Thompson (2010), who have "studied hundreds of executives and their organizations in an effort to discover what" role envy "plays in the workplace" for more than 10 years, found that "envy—the distress people feel when others get what they want—is universal". They argue that, "regardless of the economic climate, people at all levels of a firm are vulnerable to envy". They noted however, "it intensifies in times of economic crisis" (p.2). Furthermore, they claim that, "envy damages relationships, disrupts teams, and undermines organizational performance". And, "most of all, it harms the one who feels it" (p.2). In order to avoid the "damaging side effects" and stop "the downward spiral" (pp.3, 4), they propose the following techniques that may "help people replace their envy with more-productive habits of mind" (p.4), these are: "pinpoint what makes you envious", "don't focus on other people", "focus on yourself", "affirm yourself" (pp.4, 5); And considering that, as they emphasize, "envy exacts a toll on organizations, beginning with the person who envies" and "also spreads negativity throughout the organization" (p.5), they suggest the following techniques in order to circumvent and manage it: "share power", "make what is scarce plentiful", "give enviers and their targets different spheres of influence", and "beware of linguistic triggers" (pp.5, 6).

Mayer et al. (1995) acknowledge that, "working together often involves interdependence, and people must therefore depend on others in various ways to accomplish their personal and organizational goals". According to them, "several theories have emerged that describe mechanisms for minimizing the risk inherent in working relationships". As they mention, "these theories are designed to regulate, to enforce, and/or to encourage compliance to avoid the consequences of broken trust" (p.710). They define trust as "*the willingness of a party to be* *vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party*" (p.712). In this sense, they proposed the following "integrative model of organizational trust", based on "its antecedents and outcomes" (p.709) which "incorporates the dynamic nature of trust" (p.728) and "considers both characteristics of the trustee as well as the trustor" (p.729) (See Figure 38).

Figure 38. Proposed Model of Trust



Source: (Mayer et al., 1995, p.715)

By revisiting their previous paper, Schoorman, Mayer and Davis (2007), state that, "by including a consideration of time, studies of trust should lead to more predictable results" (p.352). They also emphasize that they "have extended" their "thinking about the reciprocity of trust to explicitly recognize the notion that, unlike relational leadership constructs (e.g., LMX), trust is not mutual and not necessarily reciprocal" (p.352). Yet, they propose "new directions in the research on trust", as "the role of affect and emotion, trust violations, and repair", and remark that, "another area seeing rapid growth in interest is the role that international and cross-cultural dimensions play in the model of trust" (p.352).

In sum, according to Gouveia, Milfont, and Guerra (2014), "materialistic values imply an orientation toward specific practical goals and normative rules". As, "individuals guided by materialistic values tend to think in more biological terms of survival, emphasizing their own

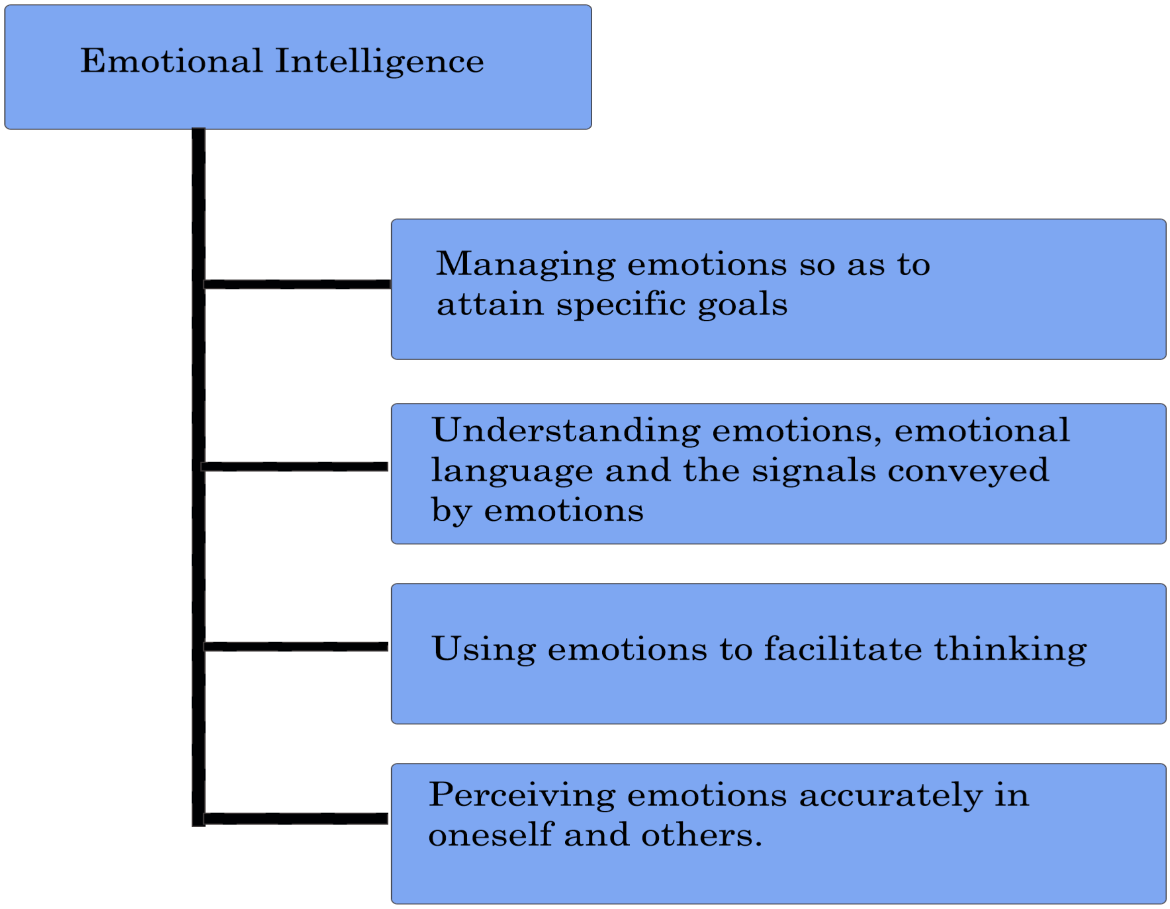
existence and the conditions to secure it". While, "humanitarian values, in contrast, are based on more abstract principles and ideas. Emphasizing humanitarian values is associated with creativity and open-mindedness, suggesting less dependence on material goods" (p.42).
Next section wil focus on extanding on the construct of emotional intelligence, as briefly outlined before in section (1.1.3.1).

EMOTIONAL INTELLIGENCE

For a better understanding regarding the research on emotional intelligence, it is important to revisit the researches on the topic *intelligence*, and the origins of *social intelligence*. In the 1920s, Thorndike (1920 p. 228) claimed that, "no man is equally intelligent for all sorts of problems". He emphasizes that "intelligence varies according to the life situations on which it works". He described intelligence in three different ways: "mechanical intelligence, social intelligence, and abstract intelligence". For him, "mechanical intelligence" refers to "…the ability to learn to understand and manage things and mechanisms…", while "by abstract intelligence is meant the ability to understand and manage ideas and symbols…", and he defines "social intelligence" as "…the ability to understand and manage men and women, boys and girls – to act wisely in human relations". Likewise, for Moss and Hunt (1927) social intelligence is the "ability to get along with others" (p. 108). During the 1930s the focus was, to mention a few areas, on the results of intelligence testing, including sensory defects, race and nationality differences, industrial findings, sex differences, and mental heredity (Pintner, 1931), in a "brief discussion of measures in areas allied to social intelligence", and evaluation of "the George Washington social intelligence test" (Thorndike & Stein, 1937, p.275), in discussing the construction and administration of tests of intelligence not just for children but also for older age groups, and also on the nature of intelligence, on the need for a scale related to adult intelligence, on the relation between mental age and I.Q., on the intelligence classification in terms of performance, as well as the impact of mental deficiency and deterioration (Wechsler, 1939). The 1940s have been marked by works focused on study how socio-economic status may influence the level of intellectual development (Loevinger, 1940), on new intelligence scales related to young children with age between two and thirty months (Cattell, 1940), also related to intelligence scale "intended primarily for school-age children", underlined by "the theory that intelligence cannot be separated from the rest of personality", and also "a deliberate attempt has been made to take into account the other factors which contribute to the total effective intelligence of the individual" (Wechsler, 1949), and by the research of Garrett (1946) who claimed "that intelligence… changes in its organization with increasing maturity", among others studies. The 1950s emcompass researches on "cognitive, conative, and non-intellective intelligence" (Wechsler, 1950), also about the origins of intelligence in children, which refers to "the various manifestations of sensorimotor intelligence and to the most elementary forms of expression" (Piaget, 1952, p.IX), on "the nature of intelligence", by "examining the definitions, nature and history of "intelligence" as they are discussed in the sciences", and "the relation of ability to intelligence; intelligence and brain function; and Intelligence as a physical construct" (Wechsler, 1958), also on "intelligence and problem solving", considering that "mental abilities first increase and then decrease with age, though experience may compensate at the upper intellectual levels", since "intellectual decline varies inversely with education and shows up less on verbal than on performance tests" (Jones, 1959, p.700), and others. According to Mayer, Roberts, and Barsade (2008a) "scientific references" on emotional intelligence "date to the 1960s". They observe that, "emotional intelligence had been mentioned in relation to psychotherapy treatments (Leuner in 1966)…" (p.509). In the 1980s, Gardner (1983) suggested the existence of seven types of intelligence: logical–mathematical intelligence, linguistic intelligence, spatial intelligence, musical intelligence, bodily-kinesthetic intelligence, interpersonal intelligence, and intrapersonal intelligence. He claims that these seven types of intelligence rarely operate independently. For him, they are used at the same time and complement each other. In 1985, Wayne Payne introduced the concept of emotional intelligence "in his dissertation titled "A study of emotion: developing emotional intelligence; self-integration; relating to fear, pain and desire (theory, structure of reality, problem-solving, contraction/ expansion, and tuning in/ coming out/ letting go)" (Warrier, Nagesh, & Sheriff, 2011, p.1950). In the 1990s, Gardner proposed an eighth type of intelligence, named naturalistic intelligence, since he considered that it met the criteria to be added to the initial list aforementioned (Gardner, 1999). As Mayer et al. (2008a) highlight, "interest in studying EI grew dramatically throughout the late 1990s, propelled by a popularization of the topic (Goleman 1995)" (p.509). They claim that, "with the term's newly found cachet, and with the excitement surrounding the identification of a potential new intelligence, many used the term—but often in markedly different ways (Bar-On 1997, Elias et al. 1997, Goleman 1995, Mayer & Salovey 1993, Picard 1997)" (p.509). Hassler and Mora (2000) state that, "individuals are not born equal" (p.888). They argue that, "society and nature endow different individuals with different abilities" (p.888). For them, "an individual's upbringing is determined by his or her social background and affects the individual's future ability to respond adequately to the problems faced by economic agents" (p.888). They observe that, "other differences between individuals are the result of nature" and that "some individuals are more talented than others" (p.888). By "using economic jargon", they "say that an individual is born with two types of valuable assets: innate and social" (p.888). The results of Carmeli´s (2003) study indicate that, "…emotionally intelligent senior managers develop emotional attachment to their organizations and are also more committed to their career" (pp.806, 807). He claims that, "in addition, findings also indicate that emotionally intelligent senior managers tend to be more satisfied with their work" (p.807). He emphasizes that, "retaining talented and knowledgeable senior managers becomes a major concern for many organizations" (p.807), and that "selecting senior managers who have high emotional intelligence may have a positive impact on the extent to which an organization succeeds in retaining its most critical workforce" (p.807). According to Mayer et al. (2008b), "emotional abilities can be thought of as falling along a continuum from those that are relatively lower level, in the sense of carrying out fundamental, discrete psychological functions, to those that are more developmentally complex and operate in the service of personal self-management and goals" (p.506). For them, "crucial among lower level, fundamental skills is the capacity to perceive emotions accurately" (p.506). While "higher level skills include, for example, the capacity to manage emotions properly" (p.506). They specify that, "these skills can be arranged in a rough hierarchy of four branches (these branches refer to a treelike diagram; Mayer & Salovey, 1997). These include the abilities to (a) perceive emotions in oneself and others accurately, (b) use emotions to facilitate thinking, (c) understand emotions, emotional language, and the signals conveyed by emotions, and (d) manage emotions so as to attain specific goals (Mayer & Salovey, 1997)" (p.506), as may be observed below in Figure 39. The authors also highlight that each branch "describes a set of skills that make up overall emotional intelligence", and that "each branch has its own developmental trajectory, proceeding from relatively easy skills to more sophisticated ones". As an example, they mention that the act of perceiving emotions usually begins by being able to perceive basic emotions in faces and also in voice tones and may advance to correctly perceive emotional blends and detect emotional microexpressions in the face (p.507).

Figure 39. The Four-Branch Model of Emotional Intelligence

The Four-Branch Model of Emotional Intelligence (Mayer & Salovey, 1997)



Source: Mayer and Salovey (1997) in (Mayer et al., 2008b) p.507

In his book, *Working With Emotional Intelligence,* Goleman (1998) based on Salovey and Mayer's understanding of emotional intelligence as the ability of monitoring and regulating one's own and others' feelings and to use feelings as a way to guide thoughts and actions, Goleman adapts their model and proposes five emotional and social competencies that he claims to find more useful to comprehend how these talents are important for the work life. These are: self-awareness, self-regulation, motivation, empathy, and social skills, as may be observed below:

- "Self-awareness: Knowing what we are feeling in the moment, and using those preferences to guide our decision making: having a realistic assessment of our own abilities and a well-grounded sense of self-confidence;
- Self-regulation: Handling our emotions so that they facilitate rather than interfere with the task at hand; being conscientious and delaying gratification to pursue goals; recovering well from emotional distress

- Motivation: Using our deepest preferences to move and guide us toward our goals, to help us take initiative and strive to improve, and to persevere in the face of setbacks and frustrations
- Empathy: Sensing what people are feeling, being able to take their perspective, and cultivating rapport and attunement with a broad diversity of people
- Social skills: Handling emotions in relationships well and accurately reading social situations and networks; interacting smoothly; using these skills to persuade and lead, negotiate and settle disputes, for cooperation and teamwork". (Goleman, 1998, p.318)

According to Kim, Cundiff, and Choi (2014), "although early research on negotiation focused on cognition and decision-making processes, recently, negotiation scholars have started to pay attention to the importance of emotion in negotiation and have suggested that emotional intelligence is likely to improve negotiation performance" (p.49). Since, "the ability of high EI individuals to understand the emotions of others can help contribute to the awareness of whether the negotiation partner is satisfied with the options created and whether the interest of the other side are met" (Foo et al., 2004, p.414). As Goleman, Boyatzis, and McKee (2013) claim, "leaders who spread bad moods are simply bad for busniness – and those who pass along good moods help drive a business´s success" (p.14).

In sum, according to the empirical study on culture's influence on emotional intelligence carried out by Gunkel, Schlaegel, and Engle (2014) in nine countries, "individuals that are better able to control their emotions might reduce uncertainty related to their behavior in the eyes of others" (p.269). Their "…results show that specific cultural dimensions are antecedents of EI" (p.269), and that "individuals from countries scoring high on collectivism seem to be more emotionally intelligent" (p.269). They say that, "a collectivistic society expects cohesion with peers and, therefore, individual emotions are controlled; even though own emotions are recognized, they might be suppressed for the benefit of the collective" (p.269). They observe that, "since emotions are not shown openly, it is also difficult to observe and recognize emotions of others. Nevertheless, emotions are used as performance facilitators" (p.269). They emphasize that, "uncertainty avoidance is positively related to EI" (p.269), and that "in cultures where avoiding uncertainties is a central principle, it is important to observe others and interpret their behavior, as well as understand one's own emotions and be able to regulate them" (p.269). They highlight that "individuals avoiding uncertainties try to understand others' emotions and also adapt their own behavior in order to avoid misunderstandings and unpleasant situations" (p.269), and that "individuals who have a stronger focus on the future (long-term orientation) are willing to invest in the necessary time and effort to understand others' emotions, their own emotions, and also regulate and use them" (p.269).

Next, the construct of emotion recognition accuracy is discussed.

Emotion Recognition Accuracy

According to Elfenbein et al. (2007), “the construct of emotion recognition has been theorized to be one of the core components of the larger concepts of emotional intelligence (EI; Matthews et al. 2002; Mayeret al. 1990) and affective social competence (Halberstadt et al. 2001; Saarni 2001)” (p.206).

As Byron, Terranova, and Nowicki (2007) state, “for some jobs, having well-honed interpersonal skills is particularly important” (p.2600). As they mention, “one interpersonal skill that is enjoying renewed inquiry is the ability to accurately recognize others’ nonverbal emotional expressions” (p.2600). The results of their study about “nonverbal emotion recognition and salespersons” (p.2600) showed that “in the regression models, 4% of the incremental variance in average annual salary increases and 7% of the variance in cars sold per month were explained by salespersons’ ability to recognize others’ nonverbal emotional expressions” (p.2615).

The study of Elfenbein et al. (2007) about emotion recognition accuracy emphasizes that, “the emotional expressions of others provide information that we can use to make social interactions more predictable and easier to manage” (p.206). They state that, “expressive behavior serves as a window into reactions, intentions, and likely future behaviors” (p.206). They also remark that, “effective negotiating requires parties to develop an understanding of their counterparts’ interests and preferences, in a context in which such information may be explicitly hidden but implicitly revealed” (p.210). Thus, “for these reasons, the ability to attend to subtle communication signals may be beneficial to negotiators, and could help guide or impede a potential settlement” (p.210). More specifically, Elfenbein and Ambady (2002) claim that, “accuracy was higher when emotions were both expressed and recognized by members of the same national, ethnic, or regional group, suggesting an in-group advantage” (p.203). Their meta-analysis study on “emotion recognition within and across cultures” showed however that, “this advantage was smaller for cultural groups with greater exposure to one another, measured in terms of living in the same nation, physical proximity, and telephone communication” (p.203).

The results of the research of Schmid Mast and Darioly (2014) on “emotion recognition accuracy in hierarchical relationships”, showed “that superiors were more accurate in assessing the emotions of other persons than subordinates were” (p.69).

According to Bommer, Pesta, and Storrud-Barnes (2011), the results of their study on “nonverbal emotion recognition and performance” (p.28), showed that “emotion recognition predicted assessment center performance uniquely over both general mental ability (GMA) and conscientiousness, but results varied by race” (p.28). They concluded that “females were better at emotion recognition overall, but sex neither was related to assessment center performance nor moderated the relationship between it and emotion recognition” (p.28). They mention that it was “…also found that GMA moderated the emotion recognition/assessment performance link, as the former was important to performance only for people with low levels of GMA" (p.28). They also call attention to the fact that results of researches on the field, "…suggested that people who are better at recognizing nonverbal emotional expressions tend to be more interpersonally sensitive, higher in psychological adjustment and more trusting of others (see Sabatelli et al.,1983)" (p.29). They say that, "they also tend to have more positive interactions with others, and to be more satisfied with their personal relationships (Noller and Feeney, 1994)" (p.29).

In sum, as Elfenbein et al. (2007) observes, "negotiation can be a highly emotional arena (for reviews, see Barry et al. 2004; Kumar 1997)" (p.209). Since, "the process of working through a potential settlement can be infused with a wide range of emotions—for example, pleasure and displeasure, surprise, fear, and anger" (p.209). As they emphasize, "during a negotiation, the emotions that each person expresses might or might not be perceived accurately by his or her counterpart" (p.209). Thus, "negotiation is an environment in which success often depends on the ability to communicate, exchange information, and make accurate social judgments (e.g., Bazerman and Carroll 1987; Neale and Northcraft 1991; Pruitt and Carnevale 1993; Thompson 1991; Thompson and Hastie 1990)" (p.209). Like Mezias and Starbuck (2003) suggest, "…an organization would be unrealistically optimistic to assume that misperceptions can never cause harm" (pp.15, 16), having in account that, "well-intended efforts to produce improvements can yield unexpected disappointments that waste resources or make troublesome situations worse" (p.16), since, "managers who have inaccurate perceptions may lose out to competitors who see opportunities more clearly" (p.16).

Considering the aforementioned, the topic of decision-making is discussed below.

DECISION MAKING

In "A briefing History of Decision Making", Buchanan and O'Connell (2006) acknowledge that, "…in the midst of the last century Chester Barnard,…, imported the term "decision making" from the lexicon of public administration into the business world" (p.33). According to Augier (2013), "while the field(s) of management theory and the history of modern ideas in management, business education and organizations have many different intellectual roots, the Carnegie Mellon Behavioral trio (James March, Herbert Simon and Richard Cyert) who founded the behavioral perspective on organizations stand out not just for their collective contribution to founding the field of organizational behavior…" (p.72), "…but also for their subsequent individual contributions to the field" (p.72). He states that Herbert Simon was, "…first and foremost, an organization scholar, interested in exploring the decision-making and limitations to rationality in human behavior in different organizational and institutional settings (Augier, 2001a, 2001b; Augier & March, 2008)" (p.73). In words of Simon (1959), "for the economist, the immediate question about these developments is whether they include new advances in psychology that can fruitfully be applied to economics. But the psychologist will also raise the converse question-whether there are developments in economic theory and observation that have implications for the central core of psychology" (p.253).

Starbuck (2013) highlights that, "James G. March has exerted important influence on the initial formulation of organization theory"… (p.88), mentioning that, "he has contributed oft-cited insights about decision making and learning in and by organizations" (p.88). As Augier (2013) emphasizes, "like Simon, March's formal education was in political science; also, March's central research question was in many ways the same as the ones that guided Herbert Simon and Richard Cyert: What is the proper way to understand human action and decision making, and, more specifically, how can theories of rationality and intelligence be aligned with the facts of the world?"... (p.76), and "…in order to pursue these questions, *Organizations* was written, as was *A Behavioral Theory of the Firm*…" (p.76). According to Neale and Bazerman (1992), "decision researchers from various disciplines have offered a variety of theoretical perspectives on how to improve general decision making (Bell, Raiffa, & Tversky, 1989)" (p.159). They say that, "one aspect that differentiates the perspectives is the descriptive/prescriptive distinction" (p.159). They claim that, "behavioral researchers (e.g., psychologists, sociologists, and organizational behaviorists) focus on describing how people actually make decisions" (p.159), and that "researchers in more analytic fields (e.g., economics and decision analysis) advocate prescribing how to improve decision making" (p.159). They argue however that, "…the most powerful and useful descriptions need a prescriptive anchor in order to clearly specify the actual decisions and behaviors of negotiators" (p.171).

Buchanan and O'Connell (2006), state that "the study of decision making, consequently, is a palimpsest of intellectual disciplines: mathematics, sociology, psychology, economics, and political science, to name a few" (p.33). They also highlight "philosophers ponder what our decisions say about ourselves and about our values; historians dissect the choices leaders make at critical junctures" (p.33), and that "research into risk and organizational behavior springs from a more practical desire: to help managers achieve better outcomes" (p.33). "Decision making in organization remained the core" (Augier, 2013, p.80). Buchanan and O'Connell (2006) observe that, "there is nobility in the notion of people pooling their wisdom and muzzling their egos to make decisions that are acceptable–and fair–to all" (p.36). Neale and Bazerman (1992) posit that, "typically, the negotiator is confronted with a given opponent including his, her, or their personality(ies)" (p.159), and that, "the situational features of the negotiation are often predetermined" (p.159). They observe that, "the alternatives confronting the negotiators should they fail to reach agreement are known. The only aspect that is routinely within the control of the negotiator is how he or she makes decisions" (p.159). They argue that, "rather than trying to change the environment surrounding the negotiation as some research has suggested, the greatest opportunity to improve negotiator performance may lie in focusing on his or her decision making activities" (p.159).

Buchanan and O'Connell (2006) remark that, "decision makers have good reasons to prefer instinct, and mention a survey of executives that Jagdish Parikh conducted when he was a student at Harvard Business School, when respondents said they used their intuitive skills as much as they used their analytical abilities, and credited 80% of their successes to instinct" (p.40).

In sum, considering that "understanding the decision-making processes of leaders is an important area of scientific inquiry" (Westaby, Probst, & Lee, 2010, p.481), and that "'decision' implies the end of deliberation and the beginning of action" (Starbuck in Buchanan & O'Connell, 2006, p.33), the next section will discuss the concept of leadership.

LEADERSHIP

Reave (2005) studied the relation between spiritual values and practices related to effective leadership. She suggests, "ethical behavior is required to demonstrate spirituality, but spirituality is not required to demonstrate ethical values and practices" (p.657). She remarks that although "many experts expect strategy, intelligence, even ruthlessness to be marks of a successful leader", by reviewing the literature she observed instead "that spiritual values such as integrity, honesty and humility have been found to be key elements of leadership success" (p.657).

According to Westaby et al. (2010), "behavioral reasoning theory proposes that context-specific reasons are critical in decision making, intention formation, and behavior" (p.481). Furthermore, they remark that, "reasons are especially important for leaders because of their frequent need to justify their decisions to others" (p.481).

In his book *Leadership, Character, and Strategy: Exploring Diversity,* Patching (2007) emphasizes that any approach to leadership, in order "to be an effective tool, has to be harmonious with a leader's character" (p.121). He proposes that a developed leadership style should align strongly with a person's values. He remarks that one must understand one's own character and only then can one develop a leadership technique. Patching proposes four basic characters: Warrior, Adventurer, Guardian, and Sage and states that the values one holds, are a key part of how one sees oneself.

According to Bass and Steidlmeier (1999), "the ethics of leadership rests upon three pillars:

1. The moral character of the leader;
2. The ethical legitimacy of the values embedded in the leaders vision, articulation, and program which followers either embrace or reject; and

3. The morality of the processes of social ethical choice and action that leaders and followers engage in and collectively pursue.” (p.182)

He states that, “in leadership, character matters” (p.193), and that “the spiritual dimension underscores not only virtuous behavior but an attitude of openness to the transcendent meaning of human existence” (p.193). For him, “…to be truly transformational, leadership must be grounded in moral foundations” (p.193).
Graen and Uhlbien (1995) claim that, the “domains of leadership include the leader, the follower, and the relationship” (p.223), as follows (Table 18).

Table 18. Domain approaches to Leadership

Three Domain Approaches to Leadership			
	Leader-based	***Relationship-based***	***Follower-based***
What is leadership?	Appropriate behavior of the person in leader role	Trust, respect and mutual obligation that generates influence between parties	Ability and motivation to manage one´s own performance
What behaviors constitute leadership?	Establishing and communication vision, inspiring, instilling pride	Building strong relation-ships with followers; mutual learning and accomodation	Empowering, coaching, facilitating, giving up control
Advantages	Leader as rallying point for organization; common understanding of mission and values; can initiate wholesale change	Accomodating differing needs of subordinates; can elicit superior work from different types of people	Makes the most of follower capabilities; frees up leaders for other responsabilities
Disadvantages	Highly dependent on leader; problems if leader changes or is pursuing inappropriate vision	Time-consuming; relies on long-term relationship between specific leaders and members	Highly dependent on follower initiative and ability
When appropriate?	Fundamental change; charismatic leader in place; limited diversity among followers	Continuous improvement teamwork, substantial diversity and stability among followers; Network building	Highly capable and task committed followers
Where most effective?	Structured tasks; strong leader position power; member acceptance of leader	Situation favorability for leader between two extremes	Unstructured tasks; weak position power; member nonacceptance of leader

Source: (Graen & Uhlbien, 1995, p.224)

Giberson et al. (2009) describe that “…the content of an organization’s culture does not form randomly; rather it forms through the CEO’s key strategic and operational decisions which in turn are a reflection of the CEO’s characteristics. These decisions form the basis for the shared values and assumptions that become the organization’s culture. Therefore, a relationship should exist between CEO personal characteristics and the cultures that emerge in their respective organizations" (p.125). According to Moore and Flynn (2008), organizational behavior "research endeavors to understand people in organizations—their motives, their decisions, their interpersonal relations, and the outcomes of their choices. To this end, OB scholars have incorporated theory and research from several disciplines, most notably psychology and sociology" (p.400).

Stouten, van Dijke, and De Cremer (2012) emphasize that, "even though ethical behavior is the shared responsibility of the complete collection of organizational stakeholders, it is clear that many initiatives rely heavily on management and hence are dependent on leaders' concern for moral issues" (p.1). They argue that, "…at the root of many organizational processes stand leaders whose values and interests shape how and what kind of decisions are made and which role ethics plays in these decisions" (p.1). In words of Maak (2007), "one of the key lessons to be learnt from Enron and other corporate scandals in recent years is arguably that it takes responsible leadership and responsible leaders to build and sustain a business that is of benefit to multiple stakeholders (and not just to a few risk-seeking individuals)" (p.329). As he claims, "the corporate scandals have triggered a broad discussion on the role of business in society, …on its legitimacy, obligations, and responsibilities" (p.329). And "as a result, businesses and their leaders are increasingly held accountable for what they do – and fail to do by multiple stakeholders and society at large" (p.329).

The results of the study of Colbert, Barrick, and Bradley (2014), "…show that the performance of an organization is influenced by the top management team (TMT), not just the CEO" (p.380), and that "rising executives who understand that they impact the performance of the organization are more likely to see themselves as influential and seek out more responsibilities and leadership opportunities" (p.380). They reinforce that, "to have a TMT composed of highly transformational leaders who can effectively communicate with each other and coordinate their efforts will be crucial to the success of the team" (p.380).

In sum, as Hedberg, Nystrom, and Starbuck (1976) postulated, "perhaps the funds shortages, negative profits, and falling revenues never cease, or perhaps they disappear and then reappear in an organization that no longer has the resources to buy delay. In either case, the permanence of change manifests itself, and the organizations members must decide what permanent actions to take" (pp.49, 50).

Having concluded the presentation of the bibliometric study, the reasons that justified it and its results, and also presented the corresponding review of the literature from a grounded theory perspective, next section will introduce the research questions that helped to conduct this thesis.

1.1.4 Research Questions

According to Pratt (2009), “qualitative research is great for addressing “how” questions – rather than “how many”; for understanding the world from the perspective of those studied (i.e., informants); and for examining and articulating processes” (p.856). Grounded theory “…is most suited to efforts to understand the process by which actors construct meaning out of intersubjective experience” (Suddaby, 2006) (p.634). Yet, according to Suddaby (2006) “…the idea that reasonable research can be conducted without a clear research question and absent theory simply defies logic” (p.634), once “totally unstructured research produces totally unstructured manuscripts…” (p.634).

Taking the aforementioned into consideration, the author observed from an endogenous and exogeneous point of view, that business relationships are rather fragile. Hence, based on her experience, on the data emerged from the study and on the relevant literature in the field, the following research questions were formulated in order to gain a better understanding of the dynamic process of negotiation, as well as to learn how negotiators interact and to understand which factors make them decide to maintain or discard business relationships. The questions are the following:

1. What are the underlying dimensions in the dynamics of negotiation?

2. How do business negotiators interact, and which practices do they avoid and apply in order to foment long-term business relationships?

3. Which roles do spiritual/ personal values play in the negotiation process?

"You can learn many research procedures, but that is of little use if you have not learned to think."

"Se pueden aprender muchos procedimientos para investigar, pero eso sirve de muy poco si no se ha aprendido a pensar."

(Ezequiel Ander-EGG)

CHAPTER 2: METHODOLOGICAL FRAMEWORK

CHAPTER 2: METHODOLOGICAL FRAMEWORK

Summary: This chapter presents the methodological framework on which this mixed method research on negotiation capability is based, and it is divided in two sections. In the first section the theoretical foundations of the methods employed for the development of this study: grounded theory and participation and observation, are described. In the second section, each step of the methodological process developed to achieve the research objectives proposed in this thesis is described in detail. Bibliometrics, the complementary quantitative method and the reasons for having applied a mixed method research are previously explained in chapter 1.

Resumen: En este capítulo se presenta la estructura metodológica en la que se fundamenta esta investigación de método mixto sobre la capacidad de negociación y se divide en dos apartados. En el primer apartado se encuentran los fundamentos teóricos relacionados con las aproximaciones metodológicas de investigación utilizadas para el desarrollo de esta investigación: teoría fundamentada y participación y observación. En el segundo apartado, se describe en detalle cada una de las etapas que conforman el proceso metodológico desarrollado para alcanzar los objetivos de investigación propuestos en esta tesis. El complementario estudio bibliométrico, como método cuantitativo y las razones para haber empleado una investigación de método mixto, son previamente descritas en el capítulo 1.

2.1 Theoretical Basis of the Methodology

This study on negotiation capability, more specifically on understanding how business negotiators interact and maintain their business relations, took into consideration that “there are many times when we wish to know not how many or how well, but simply how” (Shulman, 1981, p.7). Starbuck (2010) observes that “researchers can learn things that are more useful by investigating carefully selected instances and noticing peculiar or distinctive properties of these instances (Starbuck,1993), because people and organizations conceal many activities and thoughts behind façades, readily available data are usually very misleading (Nystrom and Starbuck, 1984a). And, because facades have to deceive most people, they take advantage of causal clichés and accepted recipes. Thus, the easy research that relies on surveys and public databases is very likely to discover empty clichés and superficial rationalizations. Researchers can learn things that are more realistic by using methods that penetrate façades” (pp.1397, 1398). Following on Suddaby (2006) who emphasizes that, “exemplary research using grounded theory also requires considerable exposure to the empirical context or subject area of research” (p.640), and that “…the constant comparative method implies an intimate and enduring relationship between researcher and site" (p.640), this study employs a mixed method research approach, which is outlined below, by combining the quantitative method, bibliometrics (see chapter 1), the general method, grounded theory, that "is most suited to efforts to understand the process by which actors construct meaning out of intersubjective experience" (Suddaby, 2006, p.634) and the qualitative method, participant observation, having in account that "…the somewhat artificial boundary between researcher and research subject is removed, the quality of the contact between researcher and empirical site and the quality of the research produced have a direct relationship" (Suddaby, 2006, p.640). These methods are described in detail in the section 2.1.1 and the section 2.1.2.

Mixed method approach

Denzin (2010) who reread "…the 50-year-old history of the qualitative inquiry that calls for triangulation and mixed methods" (p.419), says that, "forty-five years ago, hard on the heels of Campbell and Stanley (1963), and Webb, Campbell, Schwartz, and Sechrest (1966), triangulation was the emerging fad in the social sciences" (p.419). He remarks that, "scholars were racing to design research that was valid, objective, and sensitive to threats to internal and external validity and reliability (see Guba & Lincoln, 2005; Maxwell & Loomis, 2003, p. 255)" (p.419). He reports that, "in 1970 Thomas Kuhn (1962) was barely on the horizon" (p.419), and that "the notion of a paradigm war involving fundamental incompatibilities between quantitative (QUAN) and qualitative (QUAL) paradigms had yet to be applied to the methodological resentments simmering in education and sociology (Gage 1989; Guba, 1990a, 1990b)" (p.419). For him, "those who called for multiple methodological approaches in the 1970s were not talking about incompatibility between paradigms. In the spirit of triangulation, they were combining different qualitative methodologies, seeking compatibilities between and across methods (Teddlie & Tashakkori, 2003b, p. 7)" (p.419). He states that, "a decade after the 1980s QUAN–QUAL paradigm war, discourse moved to a new level. Shaped in part by Howe (1988), a compatibility thesis at the paradigm level emerged. Now quantitative and qualitative methods could be combined (Teddlie & Tashakkori, 2003b, p. 7)" (p.419). He claims that, "the war between QUAN and QUALs was over" (p.419). And, "thus were mixed methods born anew…" (p.419), as he says, "…a new emperor, new clothes" (p.419). He suggests that, "triangulation now meant the combination of qualitative and quantitative approaches in the same study (Creswell & Clark, 2007, pp. 8-9)" (p.419).

In the same line, the study of Creswell and Plano-Clark (2007) reviews the history of mixed method research and "organizes it into four, often overlapping time periods": *the formative period, the paradigm debate period, the procedural development period,* and *advocacy as separate design period*. According to them, "the formative period began in the 1950s and continued up until the 1980s". They remark that, "this period saw the initial interest in using more than one method in a study". Regarding *the paradigm debate period,* they emphasize that, "during the 1970s and 1980s, qualitative researchers were adamant that different assumptions provided the foundations for quantitative and qualitative research (see Guba & Lincoln, 1988; Smith, 1983)", and that, "basically, the paradigm debate was whether or not qualitative and quantitative data could be combined". Since, as they observe, "some argued that mixed methods research was untenable (or incommensurable or incompatible) because mixed methods asked for paradigms to be combined (Smith, 1983)". With respect to the *procedural development period,* they emphasize that, *"although* the debate about which paradigms provide a foundation for mixed methods research has not disappeared, attention during the 1980s began to shift toward the methods or procedures for designing a mixed methods study". Regarding the fourth period, which they call, *advocacy as separate design period,* they say that, "the turn of the millennium has seen a growth in the interest in mixed methods research as well as authors advocating for mixed methods research as a separate design in its own right (Tashakkori & Teddlie, 2003a; Creswell, 2003)". And they remark that, "…today, we see cross-cultural international interest, interdisciplinary interest, publication possibilities, and public and private funding opportunities for mixed methods research". The aforementioned may be observed in more detail below in Table 19.

Table 19. Selected Writers Important in the Development of Mixed Methods Research and Their Contributions

Stage of development	Authors (Year)	Contribution to Mixed Methods Research
Formative period	Campbell and Fiske (1959)	Introduced the use of multiple quantitative methods
	Sieber (1973)	Combined surveys and interviews
	Jick (1979)	Discussed triangulating qualitative and quantitative data
	Cook and Reichardt (1979)	Presented 10 ways to combine quantitative and qualitative data
Paradigm debate period	Rossman and Wilson (1985)	Discussed stances toward combining methods – purists, situationalists, and pragmatists
	Bryman (1988)	Reviewed the debate and established connections within the two traditions
	Reichardt and Rallis (1994)	Discussed the paradigm debate and reconciled two traditions
	Greene and Caracelli (1997)	Suggested that we move past the paradigm debate
Procedural development period	Greene, Caracelli, and Graham (1989)	Identified a classification system of types of mixed methods designs
	Brewer and Hunter (1989)	Focused on the multimethod approach as used in the process of research
	Morse (1991)	Developed a notation system
	Creswell (1994)	Identified three types of mixed methods designs
	Morgan (1998)	Developed a typology for determining design to use
	Newman and Benz (1998)	Provided an overview of procedures
	Tashakkori and Teddlie (1998)	Presented topical overview of mixed methods research to traditional
	Bamberger (2000)	Provided an international policy focus to mixed methods research
Advocacy as separate design period	Tashakkori and Teddlie (2003a)	Provided a comprehensive treatment of many aspects of mixed methods research
	Cresswell (2003)	Compared quantitative, qualitative, and mixed methods approaches in the process of research
	Johnson and Onwegbuzie (2004)	Positioned mixed methods research as a natural complement to traditional qualitative and quantitative research

Source: (Creswell & Plano-Clark, 2007, p.14)

According to (Denzin, 2010), “this is the version that endorses paradigm proliferation, a version anchored in the critical interpretive social science tradition” (p.422). And that, “it involves the incorporation of increasingly diverse standpoints, the coloring of epistemologies, and the proliferation of colors, the subversion of dominant paradigms, the rejection of norms of objectivity, and the pursuit of progressive politics (Dillard, 2006, p. 64; Donmoyer, 2006; Lather, 2006a; Nespor, 2006, p. 124)” (p.422).

Paradigms in social research

According to Corbetta (2003, pp.29, 30), all “mature” science has a proper paradigm that represents a “guide view” in each moment of its history, which is a theoretical perspective accepted by the scholars’ community. He emphasizes that initially the two main paradigms that guided the research in social science were positivism and interpretativism, each one responding in a proper way to the three basic social research questions: the ontological question (Is there a social reality?), the epistemological question (Is it cognizable?) and third, the methodological question (How may we know it?). He states that the positivism suffered some adaptations in order to overcome its limitations during the XX century, and outlines that according to the neo-positivist and postpositivist paradigms, the social theories must be expressed in a probabilistic way, not like an established law. He mentions that the interpretivist paradigm presents a fundamental epistemological difference, arguing that the social reality cannot just be observed but interpreted as well. Table 20 shows in detail the ontology, the epistemology, and the methodology related to each of the aforementioned paradigm: positivist, postpositivist and interpretivist.

Table 20. Characteristics of the Basic Paradigms of the Social Research

Characteristics of the basic paradigms of the social research			
	Positivist	**Postpositivist**	**Interpretivist**
Ontology	**Naive realism:** the social reality is "real" and apprehendable (as if it were a physical object).	**Critical realism:** The social reality is "real", but only apprehendable in an imperfect and probabilistic manner.	**Constructivism:** the apprehendable world is one of meanings attributed by the individuals. Relativism (multiple reality): these constructed realities vary in form and content between individuals, groups, cultures.
Epistemology	Dualism/objectivity. Correct results. Experimental science in search of laws. Aim: Explanation. Generalizations: Immutable "natural" laws.	Modified dualism/objectivity. Experimental science in search of laws. Multiple theories for the same fact. Aim: Explanation. Generalizations: Provisional laws, open to revision.	No dualism; no objectivity. No separation between the inquirer and the object of inquiring, but rather interdependence. Interpretive science in search of meaning. Aim: Understanding. Generalizations: framework of possibilities, ideal types.
Methodology	Experimental - manipulative. Observation. Separation observer – observed. Predominantly induction. Quantitative methods. Analysis "by variables".	Modified experimental – manipulative. Observation. Separation observer - observed. Predominantly deduction (falsification of hypotheses). Quantitative methods, may include qualitative ones. Analysis "by variables".	Empathic interaction between inquirer and inquired-into. Interpretation. Interaction observer – observed. Induction (the knowledge emerges from the studied reality). Qualitative techniques. Analysis "by cases".

Source: (Corbetta, 2003, p.10) based on (Guba & Lincoln, 1994 , p.109)

Next, the general method, grounded theory, is presented.

2.1.1 Grounded Theory

Qualitative research methods allow us to understand the nature of human interactions and the relations with organizational environments, and are suitable for research in areas where prior knowledge is reduced and complex, and where quantitative methods are not sufficiently close to obtain results that are valid from a scientific perspective (Frankel, Naslund, & Bolumole, 2005; Gephart, 2004; Mello & Flint, 2009; Näslund, 2002; Stern, 1980; Strauss & Corbin, 1998).

Qualitative research studies phenomena and processes through an interpretive approach to the world, and in order to do so, it relies on different methods, which in turn follow specific procedures, techniques and approaches to analyze the data and present the findings. None of the nearly thirty qualitative research methods described in the literature is privileged over another, justifying their choice depends on the research interests of each discipline, these interests must be defined clearly and in detail in the research questions and objectives, to later find the qualitative method that best suits the needs of the study and not vice versa (Hallberg, 2006).

Qualitative research first claimed true value after the nineties, surpassing previous precepts, where the methods that focused on the logic of quantitative verification and that relegated qualitative approach as a tool for developing preliminary studies, pilot tests and case study dominated, limited to be but a predecessor to quantitative analysis in the research process (Johnson, Long, & White, 2001). The aforementioned is derived from the perception of qualitative research as an unreliable process, whose results were sets of uncertainties (Seale, 1999). Having this limitation also in account, Glaser and Strauss published *The Discovery of Grounded theory* (1967), where they argued that qualitative research, was an end in itself and not just an instrument prior to statistical research based studies, emphasizing that quantitative methods are not the only way to achieve scientifically valid research (Charmaz, 2000; Hallberg, 2006). Thus, in reaction to the functionalist and structuralist approaches, and in order to reduce the gap between theory and empirical research, Glaser and Strauss created a methodology that served for the systematic and rigorous development of collection and analysis of qualitative empirical data, as had never been done before, through an analytical process of constant comparison (Glaser & Strauss, 1967; Idrees, Vasconcelos, & Cox, 2011). This procedure is called grounded theory, because the theory arose from the combination of the depth and richness of qualitative interpretations with the inherent logic, rigor and systematic analysis of quantitative research methods (Dey, 2007; Goulding, 1998).

Since then, grounded theory has stood out from the other traditional qualitative research methods, such as ethnography, phenomenology, case study and narrative research (Creswell, 2003; Mello & Flint, 2009), since it has been proven that grounded theory provides effectiveness for the development of a deep understanding of issues and areas that require the experiences of the participants and their interaction with the phenomenon of study, or in those cases where there is very little information about the subject of study.

Similarly, the pioneers in grounded theory, Glaser and Strauss (1967) define it as a practical method to conduct investigations that are oriented towards the interpretation process, through the analysis of meanings and concepts expressed by social actors in real situations (Gephart, 2004; Suddaby, 2006). Under this definition, it is shown that new theories can be developed from rigorous observation contrasts generated from the daily realities in the substantive areas and interpretations of the realities involved in them. The proposal of Glaser and Strauss implies that the emerging theories develop as an organic process, whose cornerstone is the condition of how the data is conceptualized into categories, which in turn, have to be sufficiently well defined to explain or predict what is supposed to be the fundamental element of study. It is for this reason that grounded theory is a process that requires the formulation of research questions that result in the collection and analysis of data for theory building (Bertero, 2012)

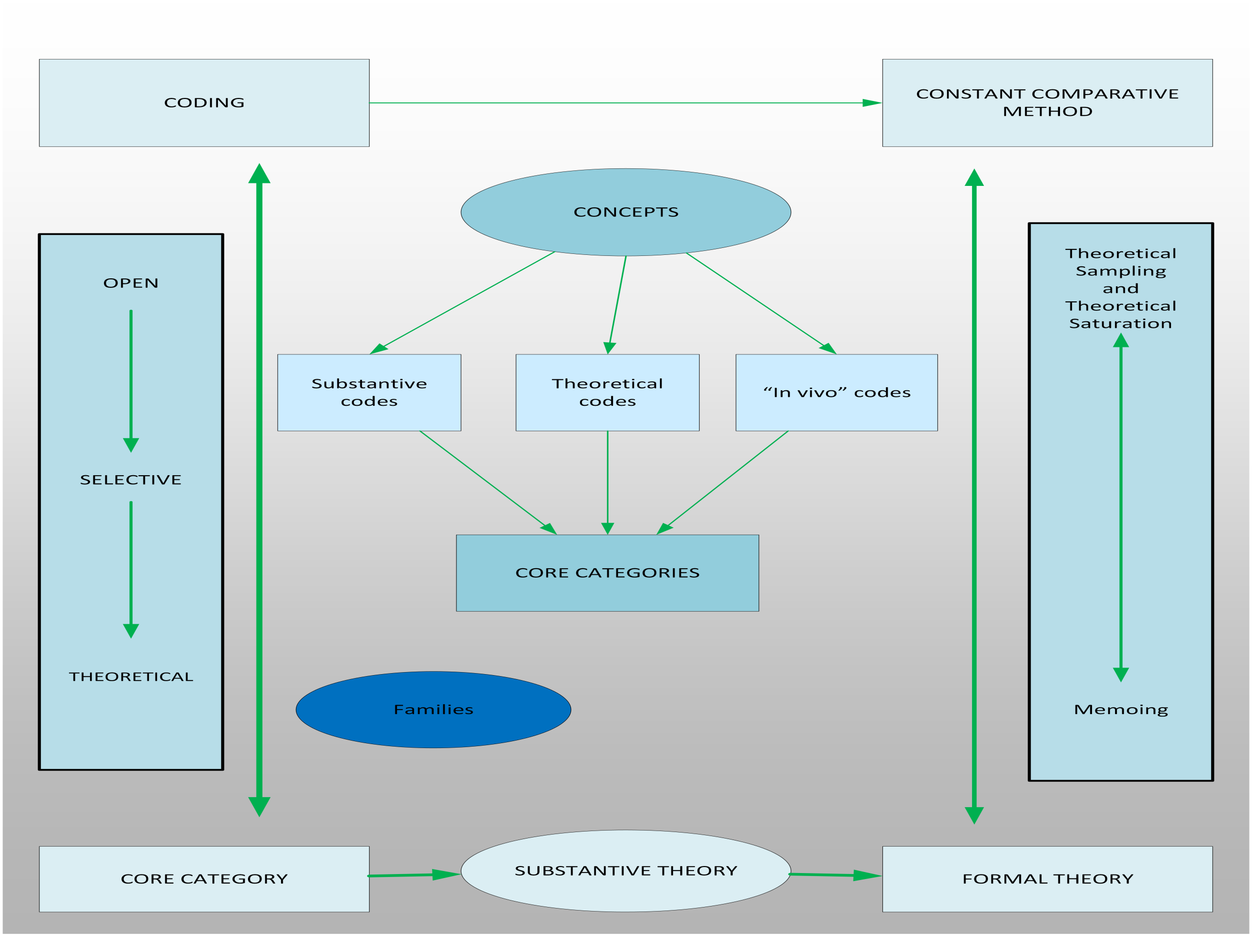
The proposal developed by Glaser and Strauss presents three basic pillars for theory building: the first of them is the constant comparison method, where data collection and analysis occur simultaneously, followed by theoretical sampling, that conducts data collection according to the emerging theory, and finally, the principle of theoretical saturation, where data collection is continued until additional analysis does not provide any other new data for a category. To develop these three principles, the research should follow a four step sequence: (1) the uncertainty stage, showing the central object of study or research question, (2) emergency phase, which sets out the main categories that will form the basis of the theory, (3) ambiguity resolution stage, which clarifies the "gray areas" of the emerging theory and (4) mature stage, where the findings are discussed and compared with the literature reviewed throughout the study (Idrees et al., 2011).

The review of the literature for the construction of grounded theory is one of the most widely discussed by the authors. For some authors, the review of the literature becomes more important in the initial phase of the process, because through it, a context that guides the study to specific topics of interest for the researcher is generated, however, there are conflicting views that argue that the literature should be ignored at this stage, as well as the preconceptions that the researcher may have about the reality, since only ignoring the existing knowledge it is possible to construct new knowledge (Gummesson, 2005). Under this premise, it is possible to conclude that the use of literature should be a source of awareness and approach to the phenomenon under study, but not a tool for defining the fundamental categories of the system, considering that its use skews the theoretical construction towards the trends identified in the preliminary literature reviews and to their own perceptions, preventing thus the generation of theory from data (Baskerville & Pries-Heje, 1995; Calloway & Ariav, 1991; Howcroft & Hughes, 1999; Hughes, 1998; Idrees et al., 2011; Nunes & Al-Mamari, 2008; Pickard, 2007).

2.1.1.1 Grounded Theory Elements

According to (Trinidad, Carrero, & Soriano, 2006), the necessary elements to generate theoretical explanations from empirical data following the premises of grounded theory are interrelated as may be observed in Figure 40, and are described in the subsequent sections:

Figure 40. Grounded Theory Elements



Source: Adapted from (Trinidad et al., 2006) and (Glaser, 1978).

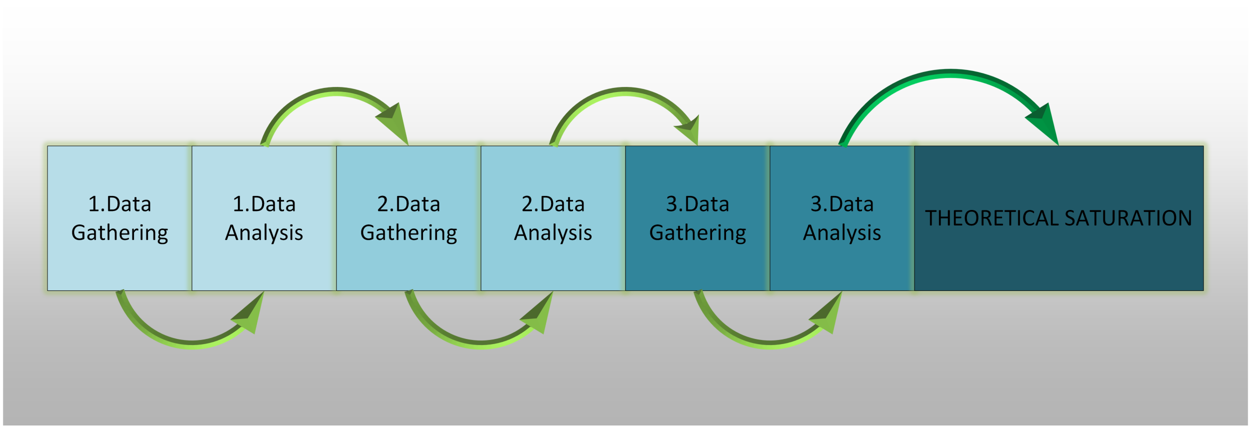
2.1.1.1.1 Theoretical Sampling

The definition of theoretical sampling, from a qualitative perspective, differs from the classical definition presented by quantitative research since the field work units are generated from the development of the research and not vice versa. Theoretical sampling is used to generate assumptions, where the researcher plays a key role in collecting, coding and analyzing data. The development of this process, allows decisions about what data are essential for the study and where to find these data in order to achieve the theoretical perfection (Ruiz Olabuénaga, 1996).

The analysis and data collection are processes developed simultaneously, that have as a starting point the theoretical sampling, and its objective is to maximize the variations in experiences and descriptions of the different participants, by using contrasting environments that ensure heterogeneity to the sample (Hallberg, 2006). The goal of theoretical sampling is to make the identification of categories easier for the researcher, by comparing events, incidents or outcomes that determine how a category varies in terms of properties and dimensions (Strauss & Corbin, 1998).

Theoretical sampling is an iterative process that ends when it ceases to bring forth new concepts, in other words, when the theoretical saturation state is achieved. At this point the researcher finds evidence that the data begins to be repetitive and do not provide additional and valuable information for the research (see Figure 41). Theoretical saturation is a complex process in developing grounded theory, justified by the absence of specific parameters that delimit the amount of data required to achieve this state, which requires the judgment of the researcher. However, theoretical sampling contributes to the theoretical saturation process as a tool that facilitates the analysis of the variations (Hallberg, 2006), this theoretical sampling is considered appropriate only when the theoretical explanation derived from the research generates interest and is considered relevant to the object of analysis (Bisquerra, 2004). In sum, the final sample size to achieve theoretical saturation is determined by the identified categories and by the emerging theory in the research process (Coyne, 1997).

Figure 41. Theoretical Saturation Process



Source: (Bisquerra, 2004)

2.1.1.1.2 Incidents

The incidents are considered to be the portion of the raw data that have significance by themselves, and for this reason can be treated and analyzed independently, becoming strategic elements of reference for the researcher in the process of analysis. The discovery of each new incident is coded, starting a process of comparison, which aims to determine whether there are new features or properties in the data, this process is done iteratively, through the identification of codes, until the state of saturation is reached (Glaser, 1992; Mills, Bonner, & Francis, 2006).

2.1.1.1.3 Theoretical Saturation

As mentioned above, the theoretical saturation related to a field of study is reached when no more valuable information about the data being collected is provided. This happens because the process followed by the researcher, allows him to identify patterns and trends in the data analysis, this requires to continuously question the information obtained in order to achieve theoretical conclusions that are scientifically valid. The theoretical saturation is also pursued in the analysis of the categories, where the researcher performs the coding process until the category studied is saturated (Mills et al., 2006), the coding consists in emphasizing those categories that emerge from the raw data.

2.1.1.1.4 Constant Comparative Method

The purpose of the constant comparative method is to identify patterns of behavior and events within the information obtained that guide the collection of additional data and facilitate the identification of concepts that explain the relationship between the incidents (Corbin, 1998; Cuñat, 2007). The comparison allows a better explanation of the properties of each category and of the relationships between them, which arise from the concepts generated and not from the original data.

The concurrent and iterative data gathering and analysis is one of the key principles of grounded theory (Cutcliffe, 2000; Spiggle, 1994), since it allows the determination of the basis of the emerging concepts and validates the propositions developed during the research process, thus achieving that those which do not comply with the results, can be reset, or modified (Strauss & Corbin, 1998).

In applying the method of constant comparison, four stages are observed:

1. Comparison of incidents and their categorization

The constant comparison, allows the emergence of new categories and properties associated with them, in relation to the dimensions, conditions, causes and consequences of the phenomenon studied. At this stage, incident to incident are compared, assigning as many categories as necessary.

2. Integration of Categories and Properties

From the process of comparison, emerge categories and properties that may not be related to each other. For this reason, this phase focuses on integrating them with the aim of forming the basis of the emerging theory. During this stage the data are also questioned, which guides their collection and analysis up to the state of saturation.

3. Theoretical conceptualization and theory reduction

The theory emerges from two instances, from the categories and from the initial theory. The theory that emerges from categories is generated when the original list of categories constructed by the researcher, is reduced to the point where the theory is formed by focusing and selective coding. While the theory that arises from the initial or substantive theory is characterized for including four elements: (1) clarification of the logic, (2) disregard irrelevant properties into categories, (3) the integration of details, from the properties of the categories to the interrelated sets of categories, and (4) reduce the set of categories, properties and hypotheses.

The goal of theoretical reduction is to allow the researcher to discover uniformities in order to formulate theory from a set of categories. This set, despite being smaller than the universe of data, has higher conceptual level. From there comes the importance of constant comparison, as it is the methodology by which the generalization is reduced, allowing the researcher to explain the variables following the principle of parsimony or simplicity, ie give the simplest explanation, which very probably will be the most correct if there is agreement between theory and data.

4. Writing the theory

At the initial stage, the researcher needs to maintain his notes organized and structured, in order to facilitate the process of classification and identification of different categories from the data, considering that the goal of grounded theory is to create increasingly abstract levels of theoretical connection, where data are constructed inductively through the constant comparison method.

2.1.1.1.5 Codes

Conceptual codes present the relationship between data and theory. On a first level, the codes are obtained empirically by data fragmentation, and then these are grouped into other codes that explain the behavior of these data and generate theories. Through the codes, the researcher examines the nature of the data, and in turn, also studies conceptually the processes that occur with them (Carrero, 1999).

2.1.1.1.6 Types of coding

According to (Cuñat, 2007), there are four forms of coding: open, theoretical, axial and selective, which are defined below:

Open coding: Involves a process of breakdown into meaning units. This starts with the transcription of the interviews, and subsequently the analysis of the obtained text, line by line, in order to find keywords or phrases that connect the respondent's answer to the research object (Spiggle, 1994). To verify that the open coding was done properly, this should generate memos and also reach theoretical saturation in the different categories, ie, all data collected must match with the categories that emerged from the research process.

Theoretical Coding: With this type of coding, relations between substantive codes and their properties are established, which allows to establish hypotheses to be integrated into the construction of the theory. The generated codes at this level move the substantive codes to a higher conceptual level.

Axial Coding: This coding intends to find the relationship between the codes through the inductive and deductive thinking, emphasizing especially in determining the causal relationships. From this coding, the analyst identifies the categories, while he/she specifies the conditions that led to obtaining them, the context in which they operate and the strategies of action / interaction which are analyzed (Spiggle, 1994).

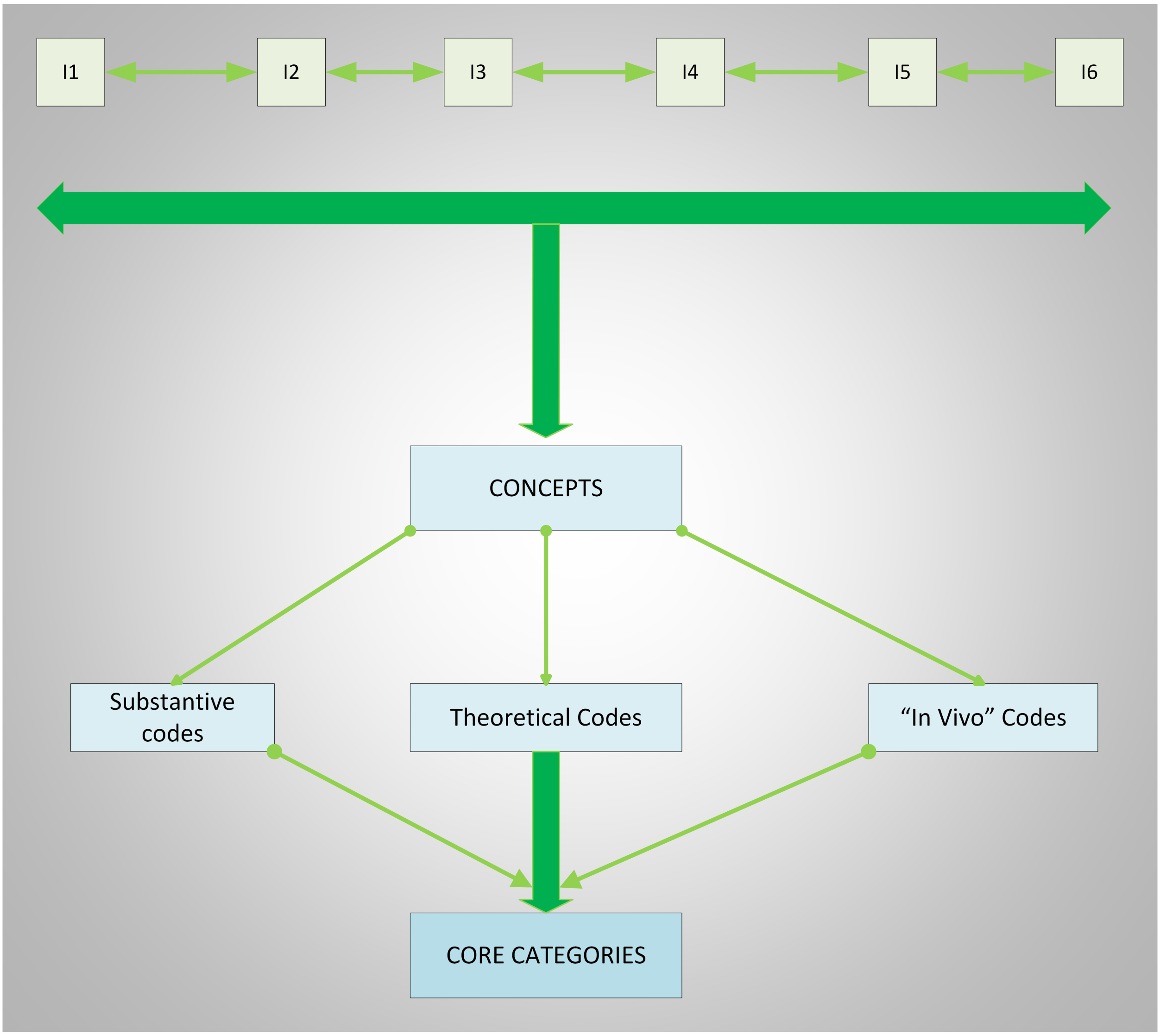
Selective coding: this process involves choosing a central category as a core, with which all the other categories are related, ie, the analyst must limit coding the variables that are significantly associated with the central variable, since this will be the one that defines the process of the data collection and theoretical sampling.

2.1.1.1.7 Types of codes

In grounded theory, there are three types of codes: the substantive codes that emerge directly from the empirical data collected in the field of study; the theoretical codes, which are created by the classification, organization and integration of memos in the theory, and finally, the codes "in vivo", which emerge directly from the language used by the interviewees, this feature ascribes a high interpretive meaning in the substantive area of research as they often refer to behaviors and processes that explain the object of study pursued in the research process.

The code generation in grounded theory is based on a concept-indicator model, which directs the conceptual coding from a set of empirical indicators. It shows how to generate the central categories, based on the constant comparisons that the analyst makes among the different indicators (Ix), which in turn arise from the data collected from the field of study; these comparisons analyze similarities, differences and consistencies, thereby generating concepts through an abstraction process, resulting in different types of codes that constitute the model. Based on these conceptual codes and on the comparison process in itself, the central categories are generated (Figure 42).

Figure 42. Process of Creation of Core Categories



Source: Adapted from (Glaser, 1978) and (Cuñat, 2007).

2.1.1.1.8 Core category

The categories are different from the codes in that, the first correspond to substantive codes assigned to an incident, while the codes arise as a combination of elements that have a certain value for a given category system, additionally, the codes count with a higher level of abstraction than the categories. In particular, the categories are defined as ordered concepts through which other concepts can be grouped under the premise of uniformity which makes evident patterns in the data Jezewski (1995) cited by Cuñat (2007) and also predict the behavior of the phenomenon under study (Mello & Flint, 2009).

The final level in the process of development of the theory is to build core categories through coding and data abstraction. The core category is defined as the code that by its centrality defines and gives meaning to all the data and their relationships, and thus gives a theoretical explanation that reflects the variability in the patterns of behavior of the object of study. According to Glaser (1978) a core category, must meet eight properties:

1. Be associated with as many categories and properties as possible.
2. Be frequently repeated in the data, in order to explain its stable pattern.
3. Take longer than other categories to reach the saturated state, due to its high frequency of relation with other categories.
4. Relate quickly and easily with other categories, making sure that these connections are sufficiently evident.
5. Represent delimiting implications on the explanations of the theories emerging from the research.
6. Have the ability to guide the researcher towards the processes that explain this category with more relevance.
7. Be fully variable, since their conditions depend on the other categories, justified in their close relationship.
8. Represent a dimension of the problem object of study, ie explain itself and the causes of its variation.

2.1.1.1.9 Memos

The memos are the writing of theoretical ideas about the codes and their relationships, described by the researcher during the coding process (Glaser, 1978). These annotations become a fundamental part of the process, since they are considered as relevant ideas that are part of the emerging theory, and serve to clarify the emerging concepts and their properties. Memos go from being freely written ideas by the researcher during the data collection process to be structured ideas when complemented with insights gained by the researcher on his experience during the process. Each of the memos should be introduced with a title that subsequently will be a theoretical code then that will serve to easily identify it through the process.

2.1.1.1.10 Families

According to Trinidad et al. (2006), the families are associations of codes related to each other. The families facilitate the synthesis and integration process of data through the generation of conceptual networks, which help in building theoretical explanations that must be integrated into the formal theory.

Through the coding process may be observed the emergence of different families of codes. Glaser, in what he calls "theoretical sensitivity" proposes eighteen families of codes that can allow the researcher to drive the synthesis process and which are applicable to any type of phenomenon studied. These families coding help to identify patterns in the data, but ultimately, it is the researcher who decides whether to use the families suggested by the theory, or create new families based on the data (Glaser, 1978). The choice to use families in the empirical research, depends on whether or not its use contributes to finding a new pattern of behavior, since that by using a family, this becomes a purpose and no longer a means, its use is no longer convenient (Table 21).

Table 21. Families Classification

FAMILIES	FEATURES THAT GUIDE THE SEARCH	MAIN FOUNDATIONS
SIX "C"	Causes, contexts, consequences, contingencies, covariance and conditions.	Causal models of consequences or conditions.
PROCESSES	Stages, phases, progressions, scales, transitions, steps, paths, sequence, timing, cycles.	It seeks to understand the evolution that makes a process.
DEGREE	Limit, degree, intensity, amount, polarity, extreme range, probability levels, cutoffs, statistical.	Groups all those codes that involve intensity or degree in the phenomenon under study.
DIMENSIONS	Elements, dimensions, division, that part of properties, facets, sector, segment portion.	Its objective is split into different parts.
TYPES	Types, shape, species, styles, classes	Unlike the family of dimensions, this family is intended to indicate variations in all, through a combination of categories.
STRATEGIES	Strategies, tactics, mechanisms, pathways, maneuvers, handling, dealing with, techniques, tricks, meanings, goals, resolutions, positions.	This family seeks to identify the strategies that actors use to the object of study, both consciously and unconsciously.
INTERACTIONS	Mutual effects, reciprocity, mutual paths, mutual dependencies, interdependencies, interaction effects, covariance.	This family captures the pattern of interactions of two or more variables, when the researcher fails to establish which of them emerges first.
SELF-IDENTITY	Self-image, self-concept, self-identity, self-worth, social values, self-realization, self-transformation, identity transformation.	This grouping means to detect the operational dimensions of identity both personal and social. This clarity is necessary as there are many ways to interpret the meanings of self-identity in the existing literature.

FAMILIES	FEATURES THAT GUIDE THE SEARCH	MAIN FOUNDATIONS
CUTTING POINTS	Border, critical juncture, critical moments, breaking point, point of difference, division, scales, inside-out, intra-extra, tolerance levels, dichotomy, trichotomy, polichotomy.	It involves a family grade variation, focuses specifically on breakpoints or cut in the codes.
GOALS	End, purpose, goal, anticipated consequence, products	This represents a subfamily, resulting from the combination of the family of six "c" and the family of processes.
CULTURE	Social norms, social values, feelings towards society and social beliefs.	In this family, it is assumed that culture is shared by society in this way, the rules are of two types: behavioral (representing a pattern of social action) and ideas.
CONSENSUS	Groupings, agreements, contracts, definitions of the situation, uniformities, opinions, conflicts, differential perception, cooperation, homogeneity, heterogeneity, compliance, non-compliance and mutual expectations.	This family allows searching for elements of social and cultural homogeneity through consensus, regardless of the existence of elements of dissent.
MAIN LINE	Social control, recruitment, socialization, stratification, social organization, social order, social institutions, social mobility, change of status.	These social values generate codes for action. They bring together the major themes in sociology.
THEORIES	Parsimony, integration, density, conceptual level, data relationships, relationships with other theories, clarity, scope, verification, relevance, modifiability, usability, condensability, inductive-deductive multivariate structure, theoretical codes, interpretation, exploration and predictive power.	This family is central to the generation of theory, and especially in the criticism and judgment on the applicability of other theories. This justifies the importance of their role in the later stages of the research process.
ORDER AND DEVELOPMENT	In the structural ordering: organization, group, subgroup, division, team, and person. In the temporal ordering: the standardized mode of ordering categories.	This category shows that the main ways to sort data are: structurally, temporally, and conceptually.

FAMILIES	FEATURES THAT GUIDE THE SEARCH	MAIN FOUNDATIONS
	In the conceptual ordering: apply, when a concept is specified and the properties of the categories are developed (achievement orientation, institutional goal, organizational value, personal motivation).	
UNITS	Collective, group, nation, organization, aggregate, situation, context, arena, social world, behavior pattern, territorial units, society, family.	This family helps to emerge all the features that correspond to the functionalist theories.
LITERATURE USE	Concepts, problems and hypotheses.	Glaser maintains that within the theoretical integration process, annotations encountered in reading the literature on the research topic are considered.
MODELS	Draw the theory in a model.	The researcher should be aware to not try to over develop the logic processing, considering that it will never be substantiated. But on the other hand, it should be strengthened in the field of writing, which is the feature that best applies to the findings.

Source: Own creation adapted from Trinidad et al. (2006), based on the classification proposed by Glaser (1978).

2.1.1.1.11 Substantive Theory and Formal theory

There are two types of emerging theory: the substantive theory and the formal theory. The substantive theory explains the phenomenon studied through the data that emerge from the dynamic and open study. The core categories become the starting point for the generation of formal theory from the substantive theory, through the process of comparison between these categories and the different substantive areas, which requires deepening on the literature about the core categories (Glaser, 1978).

When the theory meets all the elements described above, the researcher faces the challenge of writing it so that the reader is able to identify how each of the concepts emerged from the data and how the central categories were generated and described. Subsequently, the findings from the study must be integrated, along with the literature review, allowing the possibility to identify new relationships among the ideas. Finally, the generated theory results in a set of hypotheses, which present the findings derived from the investigation, and that allow an easy understanding of its origin, giving credibility to the theoretical construct (Strauss, 1987). Thus, the generated theory is considered a systematic group, based on a process of writing that considers five fundamental aspects: the logic of the construction, the format, the conceptual style, the review of the draft and the review of literature.

2.1.1.2 Convergencies and Divergencies Found in the Literature

Over time there have been differences over methodological and epistemological approaches of grounded theory. These differences are more sharply manifested in the perceptions of Glaser and Strauss (Babchuk, 1996).

Mello and Flint (2009) analyzed these differences in their study, and found that a first aspect in which they differ is related to what Glaser (2001) calls "conceptualization contrasted with description". For the author, this is the feature that distinguishes grounded theory from other types of qualitative research, since it presents a more structured conceptual level, comprising integrated hypothesis, compared with other qualitative methods, which produce descriptions of the generated phenomena from sources other than conceptual nature as a result.

Regarding this aspect, Strauss and Corbin (1998) argue that the "conceptual ordering" is the basis of grounded theory by allowing to organize the data into appropriate categories according to their properties and dimensions, achieving that descriptions are formulated to clearly identify each category, and subsequently facilitate the characterization of key information such as: where, how and when a phenomenon occurs. These assumptions justify the first difference of approach between the two authors, where Strauss argues that the conceptual ordering is

essential for the researcher to differentiate the key elements between classes, and to show possible variations within ranges, while Glaser considers the conceptual ordering as a restrictive rule that complicates and hinders the research process.
Another aspect in which the authors differ is the use of dimensions in the process of selective coding. For Strauss the exclusive coding of the variables related to the core category allows to lead grounded theory to a higher level, which involves the integration of the categories in the different sublevels. Glaser, on the other hand, argues the need to integrate the categories according to their properties, with the aim that the selective coding is limited to a small set of variables. These differences translate into that for the two authors there are different levels of analysis to generate grounded theory; Glaser suggests that the more levels and subcategories unnecessarily added to the analysis, makes the process lose its target of generating theory and results in a description of the phenomenon studied. On the other hand, Strauss conceived these additional levels as necessary, to fully understand where the phenomenon emerges, giving the researcher the possibility to clearly distinguish their variations in time and space.
Another aspect of disagreement between the authors is about the emergence of the theory. Glaser argues that its methodology provides flexibility in the application of the method of constant comparison, under the precept that the track of a preconceived paradigm requires from the researcher to wonder about questions that can direct the study to further indications that the data suggest, violating the characteristic of Grounded theory regarding that the properties, categories and theoretical codes must emerge, and that they can not be generated by means of a forced conceptualization of data (Glaser, 1992). Instead, Strauss defends his coding paradigm, arguing that this is not a constraint in the process, but rather, is a guide that allows the researcher to more easily analyze the interactions between actors, their strategies and the consequences derived from these. For Strauss, without the inclusion of the paradigm in the study, the generated code is not a valid code (Strauss, 1987).
Another significant difference between Glaser and Strauss occurs with the use of arrays of conditionality/ consequence. On the one hand, Strauss and Corbin (1998) a rgue that with this technique, the researcher will recognize that the conditions and consequences of a phenomenon are directly related to their actions and interactions, and also that micro conditions have influence on macro conditions of the study. In contrast Glaser (1992), postulates that the excessive emphasis on the mechanics of research, can reduce the theoretical sensitivity. Other authors make this same criticism, who consider that the mechanics of research proposed by Strauss, seems to focus more on the technique and less on the data (Cutcliffe, 2000; Goulding, 1998; Robrecht, 1995).
Hernández and Sánchez (2008) in their research "Divergences and Convergences in grounded theory", summarized the agreements and disagreements between the parents of grounded

theory, Glaser and Strauss; the most relevant findings of their study are shown in Table 22. There, the authors present evidence that there are points of convergence with respect to the need to follow a few guidelines and procedures to develop grounded theory, and regarding the importance of the memos as a technique that provides creative development and in turn the conceptual interpretation of the data (Babchuk, 1996). Additionally, they agree about three key aspects that characterize grounded theory: (1) the theory must be generated and emerge from the field, (2) the theory must be based on a substantive area and (3) the theory must be developed inductively.

Considering these divergencies, recently (Charmaz, 2000, 2006) proposed a transformation of the conceptual model of the grounded theory towards a constructivist model. Epistemologically, the constructivism is based on the interrelations between the researcher and the participant, and on the cooperative construction of the concepts (Hayes & Oppenheim, 1997; Mills et al., 2006; Pidgeon & Henwood, 1997). Although it preserves most of the characteristics defined by the authors Glaser and Strauss, the constructivist grounded theory offers a more subjective and reflexive position and its findings are not just based on the description of the theories but also in presenting a narrative that includes categories (Bertero, 2012). This view is considered as an intermediate position between positivism and postmodernism, by adopting multiple social realities simultaneously instead of considering a single reality. In this sense, it encompasses in the research process the interaction between researchers and participants. In this model, the actions and the meanings are dialects, thus the researcher adopts a reflexive position during the study in order to understand how and why the participants of the research behave in a certain way when facing specific situations. The aim of the researcher is that the generated theory does not end in a narrative description of the phenomenon but on the contrary, in a deep understanding of it.

Table 22. The Main Divergencies and Convergencies between Glaser & Strauss.

GROUNDED THEORY ELEMENTS	GLASER	STRAUSS & CORBIN
DIVERGENCIES		
PROCEDURES	Set of principles and flexible practices generated by the social realities of the informants.	A set of rules and procedures that describes in detail the social scene.

GROUNDED	GLASER	STRAUSS & CORBIN
METHOD	Contrary to the precepts established by science as to the correct method to use.	Related to the precepts of the traditional science (replicability, generalization, Precisión, significance and verification).
DATA	They are obtained without being preconceived, so that they can generate substantive theory.	They are obtained through a coding paradigm that denotes causal condition.
OBJECT OF RESEARCH	The problem situation is established as a natural subproduct of the coding and constant comparison.	The problem situation is established through a statement that identifies the object of study analysis.
VALIDATION	Emphasizes the use of comparison through the constant comparative method.	It emphasizes the confrontation of the emerged theories with the existing theory.
ORIGINAL FOUNDATIONS	In a strict sense, the aim is to know them better in order to develop and improve them. In a broader sense, it means to take the original foundations of other studies and adapt to other areas.	Focuses on the phenomenon of study.
THEORY	Generated theory explains in detail the theoretical formulation process from conceptualization.	Generated theory explains in practical terms the development of the conceptualization in the study.
CONVERGENCES		
GROUNDED THEORY ELEMENTS	**GLASER & STRAUSS**	

GROUNDED	GLASER	STRAUSS & CORBIN
GUIDELINES	They agree that the guidelines and procedures exist since the beginning of grounded theory has evolved and that the researcher in the development of their study should consider this.	
MEMOS	They emphasize the importance of the memos for the construction of grounded theory, considering that this technique raises the descriptive process to a higher theoretical level that involves a conceptual interpretation of the data.	

Source: Own creation based on Hernández and Sánchez (2008)

The applicabilities of grounded theory include different disciplines, and allow the investigation of new concepts from knowledge acquired in the field. These concepts are integrated through a holistic approach and generate theories that highlight the importance of interactions between actors with the object of study (Mello & Flint, 2009). Grounded theory is a methodology increasingly employed in business and management research, by involving the understanding of the market for creating customer-oriented business, interacting as well with areas such as design and product development and marketing, in order to generate innovative proposals in the overall dynamic context (Flint & Mentzer, 2000; Gephart, 2004).

Despite its wide application in various disciplines, there are still misconceptions about grounded theory, Suddaby (2006) summarizes them in six key areas (pp.634-640):

1. “Grounded theory is not an excuse to ignore the literature”, as “totally unstructured research produces totally unstructured manuscripts”, to avoid this, the key is to maintain the ability to “make the familiar strange (Spindler and Spindler, 1982)”, and so strategically deviate preconceived ideas and analyze data as they emerge.

2. “Grounded theory is not a presentation of raw data”, instead “a key element of grounded theory is identifying “a slightly higher level of abstraction— higher than the data itself” (Martin & Turner, 1983:147). The movement from relatively superficial observations to more abstract theoretical categories is achieved by the constant interplay between data collection and analysis that constitutes the constant comparative method”.

3. “Grounded theory is not theory testing, content analysis or word counts”. Acording to Suddaby (2006), “although there is nothing wrong with combining qualitative and quantitative methods—in fact, the practice should be encouraged—there must be some degree of congruence between the research question (i.e., a researcher’s assumptions about the nature of reality and how one might know reality) and the methods used to address the question”. It is important to have in mind that “the purpose of grounded theory is not to make truth statements

about reality, but, rather, to elicit fresh understandings about patterned relationships between social actors and how these relationships and interactions actively construct reality (Glaser & Strauss, 1967)".

4. "Grounded theory is not simply routine application of formulaic technique to Data". Instead, "the key issue to remember here is that grounded theory is an interpretive process, not a logic-deductive one". Thereby, "the researcher is considered to be an active element of the research process, and the act of research has a creative component that cannot be delegated to an algorithm. Qualitative software programs can be useful in organizing and coding data, but they are no substitute for the interpretation of data. The researcher must make key decisions about which categories to focus on, where to collect the next iteration of data and, perhaps most importantly, the meaning to be ascribed to units of data".

5. "Grounded theory is not perfect". Although "a healthy tension between methodologists and practitioners is desirable" the researcher should avoid using fundamentalist positions "in how they approach and, more importantly, evaluate grounded theory research". As Suddaby (2006) highlights "fundamentalists often incorrectly describe quantitative approaches as necessarily deductive and grounded theory as inherently inductive. Practically, neither could ever be true. Pierce recognized that pure induction and pure deduction are necessarily sterile. New ideas result from a combination of these fundamental approaches, which he termed "abduction." Abduction "is the process of forming an explanatory hypothesis. It is the only logical operation which introduces any new idea" (Peirce, 1903: 216)"… "The notion of abduction has become incorporated into grounded theory as "analytic induction," the process by which a researcher moves between induction and deduction while practicing the constant comparative method".

6. "Grounded theory is not easy", as Suddaby (2006) emphasizes, an "exemplary research using grounded theory also requires considerable exposure to the empirical context or subject area of research. Contradicting prevalent ideals of scientific detachment from context, the constant comparative method implies an intimate and enduring relationship between researcher and site. Because of this close and longstanding connection, the personality, experience, and character of a researcher become important components of the research process and should be made an explicit part of the analysis (Strauss &Corbin, 1998)".

Next section offers a detailed overview of the method participant observation.

2.1.2 Participation and Observation

This section shows a holistic view of the participant observation method. The growing interest in this method arises from the need of different economic sectors to build well-founded bases in order to manage the processes of knowledge integration. Different areas such as medicine, psychology, sociology, anthropology, and management, among others, have applied participation and observation processes and documented their results, providing a broader view of the topic of study through a methodology for the application of this method. In this section, the different techniques used in the processes of participation and observation are compared and a general structure of the method is offered.

Valles (2003, p.149) acknowledges the transition from ordinary participant to observer as participant. He underlines and questions, what the technical role of participant observer adds to the profane role of ordinary participant, more specifically, how to pass from the natural role to the professional one? Based on Spradley (1980, p.53) who claims that all human beings act as ordinary participants in many social situations, since once we learn the cultural rules, they are converted into tacit and we barely think about we are doing, Valles highligts the main characteristics of these two roles as may be observed in Table 23.

Table 23. Characteristics of the Technical Role of Participant Observer, in Relation to the Profane Role of Ordinary Participant.

Characteristics of the technical role of participant observer, in relation to the profane role of ordinary participant	
Ordinary participant	**Participant observer**
1.Only purpose: practice activities related to the social situation in which it participates naturally.	**1.Twofold purpose:** to engage in activities concerning the social situation under study, and observe the situation thoroughly.
2.Selective inattention, state of lowering the guard or consider things as settled.	**2.Enhanced attention,** state of higher alertness.
3.Closed angle observation, limited to the immediate purpose of performing routine activities.	**3.Open angle observation,** magnified by the added purpose of studying the tacit cultural aspects of a social situation.
4.Experience from within the situation, from the condition of member and part of the scene.	**4.Experience from within and out** of the scene, from the dual condition of member and stranger.
5.Natural introspection. Current use of personal experience in the daily life to understand the others.	**5.Applied introspection.** Exploitation of natural introspection as social research tool.
6.No systematic record of activities, observations, introspection.	**6.Systematic register** of activities, observations, introspections.

Source: Valles (2003, p.150) based on Spradley (1980, pp.54-58)

Regarding the epistemological axis of a research project, it can be clearly defined under two epistemological positions: the quantitative and the qualitative. The nature of the project will define the type of approach, according to the special characteristics that will determine the framework for the collection and analysis of data and the methodology used for the object of study.

The quantitative approach is a type of research of deductive nature, where the great feature is the use of accurate methods based on descriptive statistics and econometric programs. From the data and information collection and subsequent mathematical analysis, a number of conclusions can be reached, which allow the possibility to describe a phenomenon through statistical generalization. Another feature of this approach is that the researcher does not have any influence on the study population, ie, their opinions and values will not affect the results as they will not have any effect on the data and information gathered during the investigation.

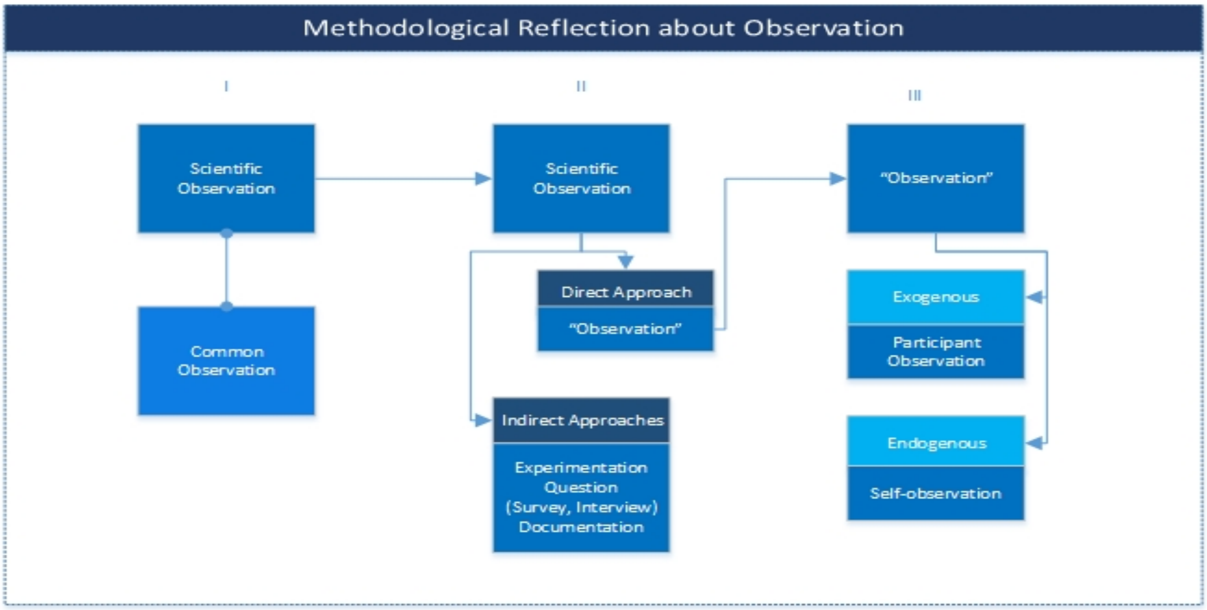
The qualitative approach on the other hand, is of inductive nature, meaning that the results found in this type of research are interpretivist; in this sense the research is affected largely by the opinion, judgment and values of the researcher. The scope of this kind of research is holistic, however, the findings are specific to the context of study.

With respect to the methodological axis of observation, Valles (2003, p.142) highlights first the importance to distinguish between *scientific observation* and *common observation* and cites Ruiz Olabuénaga and Ispizua (1989, pp.79, 80) who say that "the observation is one of the common activities of the daily life… this common and generalized observation may become a powerful tool for the social research and a scientific technique of collection of information if the following steps are followed:

- Directing it and focusing it towards a specific objective of investigation previously formulated.
- Systematically planning it in phases, aspects, places and people.
- Controlling it and relating it to propositions and social theories…
- Submitting it to controls of veracity, objectivity, reliability, and precision".

Secondly, Valles (2003, p.143, 144) also emphasizes the difference between the direct and the indirect approach and highlights that although both are considered scientific observations, it is expected from the "observer" that he/ or she, doesn´t manipulate the natural context where the action object of study takes place. Unlike the interviewer or the documentalist, the "observer" cannot not be satisfied just with the indirect information provided by the interviewees, thus the observer counts with his/ or her own version and also with the version of other people e.g. protagonists and informants, as well as with the version contained in the documents; And thirdly, he distinguishes the technique of participant observation as a modality of exogenous observation, typical of the observed systems, from the self-obervation considered one of the modalities of endogenous observation, typical of the observers systems, based on Gutierrez and Delgado who reinforces that the "self-observation is a procedure of learning/ knowledge inverse to the one carried out in participant observation. Instead of learning to be a native of a strange culture (rather than be an external observer who aims to be a participant observer), the native learn to be an observer of his/ her own culture….(Gutiérrez & Delgado, 1994a, pp.162, 163)". Valles (2003, p.145) states that in the sociology that the sociologist performs, in his/ her own culture, the contrast between participant observation and self-observation is not so noticeable as in the classic anthropology. The aforementioned may be observed below in Figure 43.

Figure 43. Axis of Methodological Reflection about Observation



Source: Own creation based on Valles (2003, p.142)

According to Becker (1958, p.652), "the participant observer gathers data by participating in the daily life of the group or organization he studies. He watches the people he is studying to see what situations they ordinarily meet and how they behave in them. He enters into conversation with some or all of the participants in these situations and discovers their interpretations of the events he has observed." Participant observation implies examining social behavior in the way it occurs rather than as it is described through interviews and questionnaires.

Table 24. Comparative Synthesis of Participant Observation Techniques

Comparative synthesis of observation participation techniques.		
Spradley, 1980	**Schatzmann & Strauss, 1973**	**Junker, 1960**
Types of participation:	**Tactics of active presence:**	**Social roles for the observation:**
0. No participation 1. Passive participation 2. Moderate participation 3. Active participation 4. Complete participation	Absence (No presence) Passive presence Limited interaction Observer as participant Participation with hidden identity	Complete observer Complete observer Observer as participant Participant as observer Complete participant

Source: Valles (2003) p.155

Table 24 shows a detailed comparison about observation participation techniques based on Spradley (1980), Schatzman and Strauss (1973), and Junker (1960) and on the different social roles it implies according to the level of interaction of the researcher during the study.

Several authors have written about the roles used by the participant observer (Adams & Preiss, 1960; Bryman & Burgess, 1999; Gans, 1999). As outlined in the previous table, participant observation can be formal or informal, concealed or revealed, and can also involve complete participation as well as complete observation. Gold (1958) and Junker (1960) offer a typology that specifies four major roles: (1) the complete participant, (2) the participant as observer, (3) the observer as participant, and (4) the complete observer, as follows:

1. *Complete participant:* "the true identity and purpose of the *complete participant* in field research are not known to those whom he observes. He interacts with them as naturally as possible in whatever areas of their living interest him and are accessible to him as situations in which he can play, or learn to play, requisite day-to-day roles successfully. He may, for example, work in a factory to learn about inner-workings of informal groups. After gaining acceptance at least as a novice, he may be permitted to share not only in work activities and attitudes but also in the intimate life of the workers outside the factory"…. "All complete participant roles have in common two potential problems; continuation in a pretended role ultimately leads the observer to reckon with one or the other. One, he may become so self-conscious about revealing his true self that he is handicapped when attempting to perform convincingly in the pretended role. Or two, he may "go native," incorporate the role into his self-conceptions and achieve self-expression in the role, but find he has so violated his observer role that it is almost

impossible to report his findings. Consequently, the field worker needs cooling-off periods during and after complete participation, at which times he can "be himself" and look back on his field behavior dispassionately and sociologically".

2. *Participant-as-observer*: "although basically similar to the complete observer role, the participant-as-observer role differs significantly in that both field worker and informant are aware that theirs is a field relationship. This mutual awareness tends to minimize problems of role-pretending; yet, the role carries with it numerous opportunities for compartmentalizing mistakes and dilemmas which typically bedevil the complete participant."… "During early stages of his stay in the community, informants may be somewhat uneasy about him in both formal and informal situations, but their uneasiness is likely to disappear when they learn to trust him and he them. But just when the research atmosphere seems ripe for gathering information, problems of role and self are apt to arise. Should field worker and informant begin to interact in much the same way as ordinary friends, they tend to jeopardize their field roles in at least two important ways. First, the informant may become too identified with the field worker to continue functioning as merely an informant. In this event the informant becomes too much of an observer. Second, the field worker may over-identify with the informant and start to lose his research perspective by "going native." Should this occur the field worker may still continue going through the motions of observing, but he is only pretending."… "Whenever pretense becomes too challenging, the participant-as-observer leaves the field to re-clarify his self-conceptions and his role-relationships."
3. *Observer-as-particpiant:* "the observer-as-participant role is used in studies involving one-visit interviews. It calls for relatively more formal observation than either informal observation or participation of any kind. It also entails less risk of "going native" than either the complete participant role or the participant- as-observer role. However, because the observer-as-participant's contact with an informant is so brief, and perhaps superficial, he is more likely than the other two to misunderstand the informant, and to be misunderstood by him. These misunderstandings contribute to a problem of self-expression that is almost unique to this role. To a field worker (as to other human beings), self-expression becomes a problem at any time he perceives he is threatened." …"Continuing relationships with apparently threatening informants offer an opportunity to redefine them as more congenial partners in interaction, but such is not the fortune of a field worker in this role. Consequently, using his prerogative to break off relationships with threatening informants, an observer-as-participant, more easily than the other two, can leave the field almost at will to regain the kind of role-and-self balance that he, being who he is, must regain."

4. *Complete observer:* "the complete observer role entirely removes a field worker from social interaction with informants. Here a field worker attempts to observe people in ways which make it unnecessary for them to take him into account, for they do not know he is observing them or that, in some sense, they are serving as his informants. Of the four field work roles, this alone is almost never the dominant one. It is sometimes used as one of the subordinate roles employed to implement the dominant ones."… "The complete observer role is illustrated by systematic eavesdropping, or by reconnaissance of any kind of social setting as preparation for more intensive study in another field role. While watching the rest of the world roll by, a complete observer may feel comfortably detached, for he takes no self-risks, participates not one whit. Yet, there are many times when he wishes he could ask representatives of the observed world to qualify what they have said, or to answer other questions his observations of them have brought to mind. For some purposes, however, these very questions are important starting points for subsequent observations and interactions in appropriate roles. It is not surprising that reconnaissance is almost always a prelude to using the participant-as-observer role in community study. The field worker, feeling comfortably detached, can first "case" the town before committing himself to casing by the town".

The interpretive research entails a number of implications for the understanding of social and cultural phenomena. As Giddens (1993) suggests, social science is "irretrievably hermeneutic". It is not only the researcher who exercises interpretation, but the human actors involved in the social phenomenon object of study are also interpreting their own situation. Thus, as Geertz (1973) states, the interpretive research data are in fact our own constructions from the constructions of what the actors in the context being studied are doing. Therefore, the qualitative approach suggests a number of data collection techniques that allow the evaluation of the same problem from different perspectives and with different approaches, which provide a wealth of information from different perspectives. Some of the techniques used in qualitative research are: group discussion, interviews, surveys, observation not participant and participant observation. This study focuses on the latter, taking into account that participation observation offers a number of benefits for having a close and precise understanding of the behavior of the actors that are part of the investigation, once the data are more reliable for being captured by observing and interacting with them, since the purpose is that the researcher become one more actor within the context of the research.

All social research that relies on the actors and on their interrelation for the study, analysis and results, requires the immersion and understanding of the environment, and access to the same actors in order to get their own interpretations. The participant observation method takes this into account in the development of its methodology as well as the total understanding of the actors, their interrelation, and their relationship with the environment, however, caution should be exercised in its execution because even if the researchers are able to gain direct access to the actors, their ability to gain an understanding of their interpretations may be limited (Nandhakumar & Jones, 1997). According to Taylor and Bogdan (1984), a first limitation includes the lack of knowledge about the actors, their behaviors and their reactions according to the particular context of the investigation. The terms used by the actors in a particular context may appear to be identical to those used in the daily life, but they may have different meanings in this context, which lead to a bad interpretation of certain factors or phenomena related to the actors if there is not an extensive knowledge of their nature and a balance between the position taken by the researcher and these factors is achieved. Second, actors can provide a distorted description of their behavior due to their ideas about what should happen in the situation may be different from what in fact occurs (Taylor & Bogdan, 1984). This means that actors may be influenced by the researcher to react to a situation in the way they believe to be correct according to their understanding, that is why it is necessary that the actors see the researcher as "one more of them, when the research is being carried out", as stated by Becker and Geer (1957), there is no single "truth" of what should happen in a situation or of what really happen, but rather the actors interpret their behavior according to the dominant perceptions.

As a third limitation, there is the atmosphere of distrust towards the researcher, which leads to the restriction of information from the actors. According to Maanen (1979), the secret is always present within the investigation, actors may well try to deliberately mislead the researcher or prefer not to talk to them about certain topics and activities, because they feel that discussing this could be rude or sensitive (Goffman, 1990). Maanen (1979) identifies three types of data that are often protected by the conscious deception: hidden defects, including disreputable interest or shameful errors, defects of character, and collective secrets. It may occur that in the development of the methodology for data collection, actors consciously withhold information that according to their interpretation has nothing to do with the research or that can stigmatize them in front of their peers. This information is very difficult to collect, but can be instrumental in the analysis for the fulfillment of the objective of the study, likewise, there are created barriers for the analysts to access the group, not presenting the reality of the situation or disguising certain processes, in order to try to avoid a "bad image" and possible confrontations that they think that they may have if the analyst is informed of the reality. At this point is important the demonstration of reliability of the researcher towards the actors, ensuring personal recognition in certain situations, which provide a better comfort for them, and that can be reflected in a bidirectional communication whenever it is possible.

Lastly, according to Goffman (1989), the actors within their normal environment can unconsciously reserve information that simply is not recognizable to themselves in their daily lives. The researcher must record and interpret the statements of the actors and also in addition, variables such as actors' gestural and visual manifestations, and bodily response to what is happening around them. Giddens (1984), for example, distinguishes between the practical knowledge of experience and discursive knowledge, the ability of the actors to explain their behavior, and argues that the actors know more than what they can say. This is where the observation plays a key role in gathering information and where the researcher should be aware of every one of the actions that occur within the parameters of the "normal" daily life of the study. One way in which some of the above limitations can be solved, besides the aforementioned balance to be achieved between the positions of the researcher and the actors, also includes the time interval within which the researcher will be observing as a participant in the investigation with the actors. This time factor can greatly help the recognition of the researcher as one more actor in the process. Ellis (1995) suggests that "people are not able to act very differently for long, because they are limited by culture, custom natural impulses, habits and patterns of long-term interaction"; breaking in this way many of the barriers mentioned, and being able to indicate in the most direct and reliable way as possible, the information that through other methods would be impossible to collect. The face-to-face contact, according to Lofland and Lofland (1995) is the "foundation to enter the experience of others." This can also help reduce or avoid communication barriers and provide immediate experience of local meanings, dominant perceptions or tacit and nonverbal communication (Nandhakumar & Jones, 1997).

In order to determine the type of technique to use to carry out the method of participation observation in each individual research, a previous review of the literature is necessary. Pilot tests are also performed in some cases in order to observe the suitability of the method. The researcher plays a twofold role, on one hand, experiences the world that they think they know of the social actors and, on the other hand, the researcher tries to be continually questioning and exposing their intangible assumptions (Nandhakumar & Jones, 1997). However, in some cases the participation observation practice may not be an initial planned methodology for the development of research (Arend & Hurk, 1999). The duration of the study is not a determined element of the methodology of this type of practice. Factors such as the theme of the research, the number of participants and resources available affect significantly the determination of this method of data gathering. It is important that the researcher has easy access to all the information to which a member of the study population would have access, i.e., that for being an outsider to the study population there could be restrictions related to any source of information that the company and actors often have for security measures established by the company, practices such as meetings or confidential information could provide information that otherwise would not have been possible, and this will greatly facilitate the acceptance of actors by the working group, which will convert the researcher in a companion in their daily work life (Nandhakumar & Jones, 1997).

The researcher must keep a logbook, where he/she records any activity that was performed daily, and equally records observations and important aspects that may contribute as information for the study. One technique that can be used at the same time as applying the method of participation observation, are interviews and/ or questionnaires, which can be structured or not, depending on the research needs, or the need for higher levels of information. According to Schwartz and Schwartz (1955) although it might seem that the passive observers and interviewers do not affect the research context, their interaction with the investigation context may have some effect on the actors, the researcher has to consider that despite the absence of a noticeable change in the behavior of the actors, they can be influenced to respond what they believe should be answered, affecting the accuracy of the data and hence their behavior. Then the researcher can decide to conduct open interviews or questionnaires, in order to complement the level of knowledge about each of the actors, but still, all the data collected by the various techniques must be compared and analyzed at the end of the study in order to avoid possible inconsistencies with collected information affected by some of the reasons mentioned.

Finally the researcher as mentioned before, must submit a report that records all the information he deems necessary and may somehow contribute to the analysis of the study. Although the difficulties faced by the researchers to express information that is vital and that may somehow affect the actors of which they were part, are known. According to Walsham (1995), the researchers may be so wrapped up in the details of the particular contexts that they become unable to take a step back and think critically about the actors and interpretations of these. They must be careful not to lose objectivity, this does not mean that, the personal characteristics of each actor and also of the researcher are not taken into account, but, they should not be expressed in ways that are changed or disguised to induce some type of result, they must be made independently of the result of the investigation but in accordance with the purposes of it.

Next section presents how the research was conducted.

2.2 How the Research was Conducted/ Reliability

Pratt (2009) claims that, “unlike quantitative findings, qualitative findings lack an agreed-upon significance level” (p.856). He says that, “there is no “magic number” of interviews or observations that should be conducted in a qualitative research project, what is “enough” depends on what question a researcher seeks to answer" (p.856). In order to better understand the negotiation process and its implications and answer the following questions derived from this empirical study: 1. What are the underlying dimensions in the dynamics of negotiation? 2. How do business negotiators interact, and which practices do they avoid and apply in order to foment long-term business relationships? and 3. Which roles do spiritual/ personal values play in the negotiation process? (Questions previously detailed in section 1.1.4), 16 in-depth semi-estructered open-ended interviews with businessmen and businesswomen from different sectors and from different countries were conducted. Counting on the author´s experience in the consultancy field that provided the oportunity to participate in different processes of negotions and in a network of existing contacts on which to draw that enabled her to know the negotiation setting. Based on Blum (1952) who states that previously to the interview it is recomendable to spend some time working in jobs similar to those of the respondent; the twofold activity of the author, in the academic field as a researcher and professor and in the business sector, as a consultant and entrepreneur, enabled the researcher to acquire the required awareness to pass from endogenous observation to exogeneous observation, i.e. from self-observer to participant-observer and vice-versa (Valles, 2003, pp.157, 158).

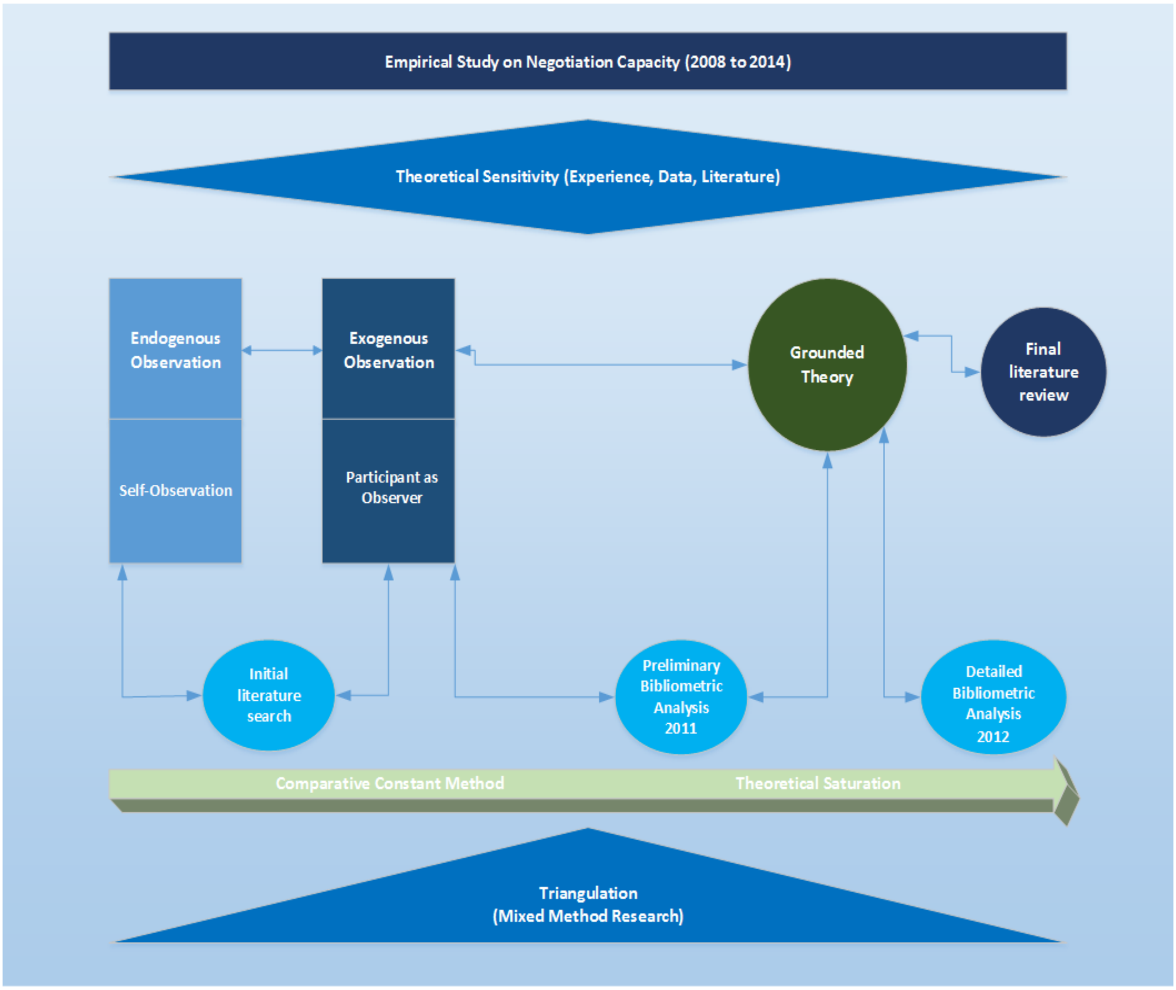
In sum, this research sought to understand how negotiators responded to their own subjective experience of carrying out business negotiations, and how, in the midst of these experiences, they responded towards the actions of other business negotiators, as well as to learn which impact these behaviors have in enabling or preventing long-term business relationships. Aiming to sample broadly enough and interview deeply enough in order to generate novel and theoretically grounded insights (Glaser & Strauss, 1967; Locke, 2001; Vaughan, 1992), the author studied negotiation capability at three different managerial levels: chairmen, CEOs and managers, during different negotiation processes. However, it's important to remark that some of the interviewees held more than one position due to their participation as shareholders in different companies, as well as in some cases they were shareholders but didn't hold managerial positions.

Figure 44 shows an overview of the empirical research carried out from the beginning of 2008 to 2014, which took a mixed method approach that employed grounded theory, participant observation and bibliometrics, considering that "through detailed interviewing, participant observations and rich descriptions of the social world, qualitative researchers hope to come close to the actor's perspective and try to capture his or her point of view or lived experience" (Hallberg, 2006), since qualitative research requires the researcher to enter the world object of study and to learn from the inside (Charmaz, 2004). The theoretical sensitivity was based on experience and data gathered in the field and on the literature review of the concepts that emerged from the study, employing the comparative constant method until theoretical saturation was achieved, taking into account that "unlike more traditional, positivist research, grounded theory offers no clean break between collecting and analyzing data. Rather, a researcher must continue to collect data until no new evidence appears" (Suddaby, 2006, p.636).

As may be observed below in Figure 44, triangulation technique was used in order to accurately increment fidelity of interpretation of data by using multiple methods of data collection. Since triangulation generally depends on the convergence of data gathered by different methods. However, triangulation can also be reached by using the same method gathered over time, aiming to enhance the validity and trustworthiness of the research (Glesne & Peshkin, 1992).

As Parry (1998) states, the constant comparison and theoretical sampling, core procedures of grounded theory approach are considrered as a means of validity for the research.

Figure 44. Overview of the Empirical Study on Negotiation Capability/ Triangulation



Source: Own creation based on (Glaser & Strauss, 1967; Junker, 1960; Suddaby, 2006; Valles, 2003)

2.2.1 Settings and validity of the Construct

Having in account that validity is related to the researchers' responsibility to take measures to confirm areas of validity within their research (Strauss & Corbin, 1990), some of the measures that can be taken in this sense are: reflexivity, documentation, theoretical sampling, negative case analysis and transferability (Denzin & Lincoln, 2005). It is known that validity is an area of great importance and concern for the research, therefore researchers need to explain the information provided by the study as well as acknowledge internal and external validity (Kolb & Hanley-Maxwell, 2003). Creswell and Plano-Clark (2007) hihlight the relevance of internal validity which refers to obtain accuracy of the data by incorporating the procedures of triangulation, and also external validity which addresses the areas of reliability and generalization. According to them, one of the goals to conduct qualitative research is to achieve unique impressions and understandings of events, rather than aim to generalize the findings. For Bickman and Rog (1998), the generalization in qualitative studies may be achieved by carefully examining the extent to which the development of the grounded theory may be applied also to other cases, what is easier if to achieve when detailed protocols are recorded (Creswell & Plano-Clark, 2007). Denzin and Lincoln (2005) emphasize also the importance of reflexivity for validity. As they mention, "reflexivity is the process of reflecting critically on the self as researcher"… "It is a conscious experiencing of the self as both inquirer and respondent, as teacher and learner, as the one coming to know the self within the processesof research itself" (p.183).

Considering the importance of top managers for the negotiation process and their key interpretational roles (Bennis & Nanus, 1985; Hood, 2003; Thompson et al., 2010) as well as bering in mind cultural traits and dimensions (Crotts & Litvin, 2003; Gunia et al., 2014; Hall, 1960, 1973; Hofstede, 1980; Hofstede, 2003; Hofstede, de Hilal, Malvezzi, Tanure, & Vinken, 2010; Sebenius, 2002), although cultural traits are not included in the main scope of interest of this study, the researcher interviewed 16 executives from 9 different countries: Belgium, England, France, Germany, Israel, Norway, Peru, Spain, UAE, two of them have double citizenship. All of the 16 interviewees had international negotiation experience and 11 of them had also experience ranging from 4 to 40 years living abroad for professional reasons. They held chairman, CEO or manager positions (and sometimes more than one position, in different companies), and all held decision power, 14 of them having also entrepreneur experience. Among all 16 interviewees, ages ranged from 27 to 66, with a mean of 45.75. Experience varied from 5 to 44 years: 1 being intermediate (5 years of work experience in the business sector) and 15 were veterans (more than five years combined work experience in different business sectors), the majority having more than 10 years work experience.

The researcher, as participant observer, also acquired important knowledge while participating in different negotiation processes during the last 7 years, through more than 700 personal meetings and conference calls with businessmen/ women from 14 different countries: Argentina, Belgium, Brazil, England, France, Germany, Holland, Israel, Mexico, Norway, Portugal, Spain, UAE and USA, ages ranging from 27 to 72 years, and work experience ranging from around 5 to 45 years. All the executives that the researcher had the opportunity to interact with in a negotiation process during this study, including the 16 who were interviewed, carried out activities in more than one of the following sectors: Arts, Construction, Commerce, Consultancy, Energy, Financial, Law Firms, Marketing, Sport, Trading, Technological sector, Tourism and Real Estate; which allowed the author to experience and observe the norms, values, conflicts and pressures, during the different negotiations which (over a long period) cannot be hidden from someone playing an in-group role (Becker & Geer, 1957; Becker, 1958; Hargreaves, 1967). More specific, although concealed, information about the interviewees, and the overview of the study may be observed below in Table 25 and Table 26, respectively.

Table 25. Interviewees' information

Code-name	Age at the time of the interview	Gender	Sectors	Language used in the inetrview	Positions
Interv1	68	Businessman	Arts, Financial, Commerce, Technological sector	Spanish	Entrepreneur/ Chairman
Interv2	65	Businesswoman	Arts, Commerce	Spanish	Entrepreneur/ Manager
Interv3	36	Businesswoman	Consultancy, Energy, Financial, Trading, Technological sector, Real Estate	English	Entrepreneur/ CEO
Interv4	48	Businessman	Consultancy, Energy, Financial, Trading, Technological sector, Real Estate	English	Entrepreneur/ Chairman/ Shareholder different companies
Interv5	49	Businessman	Consultancy, Energy, Financial, Trading, Technological sector, Tourism, Real Estate	English	Entrepreneur/ Chairman/ Shareholder different companies
Interv6	38	Businessman	Construction, Consultancy, Financial, Law Firms, Trading, Real Estate	Spanish	Entrepreneur/ Chairman/ Shareholder different companies
Interv7	36	Businesswoman	Consultancy, Trading, Real Estate	Spanish	Entrepreneur/ Manager
Interv8	27	Businessman	Consultancy, Energy, Sport, Trading, Tourism	English	Entrepreneur/ Shareholder different companies
Interv9	28	Businessman	Consultancy, Energy, Financial, Trading, Tourism	English	Entrepreneur/ Shareholder different companies
Interv10	48	Businessman	Construction, Consultancy, Real Estate	Spanish	Entrepreneur/ Manager
Interv11	64	Businessman	Construction, Consultancy, Trading, Real Estate	Spanish	Entrepreneur/ Manager
Interv12	63	Businessman	Consultancy, Financial	Spanish	Entrepreneur/ Manager
Interv13	36	Businesswoman	Consultancy, MKT	Spanish	MKT Manager
Interv14	44	Businessman	Consultancy, Energy, MKT, Sport	Spanish	Int.Commerce Manager
Interv15	35	Businessman	Real Estate, Financial Sector	Spanish	Entrepreneur/ Manager/ Shareholder different companies
Interv16	47	Businessman	Consultancy, Real Estate, Tourism, Technological sector	English	Entrepreneur/ CEO

Table 26. Overview of the Sources of Data for the Empirical Study/ Validity of the construct

Source	Positions	Countries	Age	Experience	Sectors of activity	Languages	Summary of data sources
INTERVIEWS	Chairman, CEO or manager positions (Being 14 entrepreneurs)	(9 countries) Belgium, England, France, Germany, Israel, Norway, Peru, Spain, and UAE (two of them helding double citizenship)	from 27 to 66 years	5 to 44 years	Arts, Construction, Consultancy, Commerce, Energy, Financial, Law Firms, MKT,Sport, Trading, Tourism, Technological sector, and Real Estate	English and Spanish	16 interviews (Face-to-face interview, videoconference interview (just voice recorded), e-mail interview) Websites visits Participant observation e-mails
INTERVIEWS/ PARTICIPANT OBSERVATION	Chairman, CEO or manager positions (Most being entrepreneurs)	(14 countries)[6] Argentina, Belgium, Brazil, England, France, Germany, Holland, Israel, Mexico, Norway, Portugal, Spain, UAE and USA	27 to 72 years	5 to 47 years	Arts, Construction, Consultancy, Commerce, Energy, Financial, Law Firms, MKT, Sport, Trading, Tourism, Technological sector and Real Estate	English, Spanish and Portuguese	Interviews[7] Websites visits Participant observation in more than 700 meetings e-mails

2.2.2 Data Collection

According to Gephart (2004, p.458), "qualitative data are collected using one or more research approaches, including case studies, interviews, observations, grounded theory, and textual analysis". Using a purposeful sample focusing (Glaser & Strauss, 1967; Isabella, 1990; Margolis & Molinsky, 2008) on understanding negotiation's subtleties and complexities and the negotiators interactions through their viewpoints, concerns, reactions, observations, and thoughts during negotion processes, the researcher gathered data by conducting semistructured open-ended interviews (see the Appendix for questions that guided the interview) with 16 executives and alternatively by participating and observing in more than 700 personal meetings and conference calls in English, Spanish or Portuguese languages, and by

[6] Including the 9 countries mentioned above .

[7] Refers to the 16 interviews specified above.

the focused reading of hundreds of interchanged e-mails. Although interviews lasted between 15 and 40 minutes due to the busy agendas of the participants, the researcher had the opportunity to supplement and validate insights due to having interacted with the interviewees during different negotiation processes. Bearing in mind that interview can be conducted following different formats: individual, in-group, electronically, telephonically, etc. (Fontana & Frey, 2000; Frey & Fontana, 1991; Punch, 1998), the researcher conducted 9 face-to-face interviews and 7 electronically. 3 of them were conducted individually, 6 in pair of two considering professional proximity, and 7 by mail. The 9 face-to-face interviews were voice recorded with the consent of the participants, from which 8 were conducted personally and 1 through a conference call (Hawthorne, 2003) using Skype software. From the 16 interviews, 6 were conducted in English and 10 were conducted in Spanish. All the face-to-face interviews were later transcribed and the Spanish ones translated into English. Although the 16 interviews were conducted with executives from 9 countries, 15 of them were conducted in Spain and 1 via conference call, at different times from 2008 to 2013.

All the interview questions focused on learning how the negotiators interacted (Strauss & Corbin, 1990), asking interviewees to detail their good and bad experiences in negotiation processes, focusing particularly on knowing what factors and values they considered crucial in order to enable or prevent long-term business relationships which is the main scope of interest of this study, remembering "that each individual has his or her own social history and an individual perspective on the world" (Fontana & Frey, 1994, p.374). "Qualitative interviewing continued to be practiced, hand in hand with partipant observations methods" (Fontana & Frey, 1994, p.363), although social scientists show conflicting views regarding the utility and reliability of interviews as a form of data collection (Margolis & Molinsky, 2008; Morse, Barrett, Mayan, Olson, & Spiers, 2008). Taking this into account, the researcher used interviews as the primary source of data collection, but also when possible, attempted to counterbalance the limitations of this method by using additional methods, as participant observation, visits to organizations websites and also by attentively reading author addressed and interchanged projects related e-mails, as supplementary sources to validate the insights acquired from the interviews.

Although this fourfold form of triangulation was not possible for all the 16 interviews, the researcher considered that the benefits of having access to such data outweighed the methodological limitations of an unbalanced design, since for all the cases at least three forms of validation were possible. These methods helped the researcher gain a broader and deeper understanding of the subtleties involving negotiation processes. However, this study's analyses, were performed first and foremost on the interviews, and helped by the insights gained during the process of participation observation.

2.2.3 Ethical Concerns

For legal, privacy, and ethical reasons, interviewees', organizations' and projects' names were kept anonymous in the presentation of data analyses, findings and discussions. Interviewees' names were disguised, being coded from Interv1 to Interv16, according to the order they were interviewed. Full data collection (i.e.: recorded interviews, transcriptions, e-mail interviews, translations, notes and e-mails content) are of sole access of the author of this study, being securely stored on hard-drive media away from non-authorized access and held under strict confidenciality for auditing and further consultation, and safeguarded from internet leakage. Furthermore, the additional background information provided by attentively reading author's addressed e-mails during different negotiation processes, although providing insights into the ways negotiators interact, their content were not included in the data analysis software and in the presentation of the findings, due to legal restrictions and ethical reasons.

2.2.4 Data Analysis

The researcher followed grounded theory approach (Glaser & Strauss, 1967) using constant comparative method, which requires data and theory to be constantly compared and contrasted throughout the data collection and analysis process (See section 2.1.1 for further details). Based on Valles (2003) who acknowledges the shifting from self-observer to participant observer and on Blum (1952) who recommends to work some time in jobs similar to those of the respondent previously to the interview, the process of evolving theory carried out in this study began prior to the data collection (Isabella, 1990). The researcher's own first-hand experience as a consultant, which required entering into negotiation processes several times, allowed her to realize the fragility of business relationships, when in many cases it could be observed that some executives involved in some business opportunities in the past were no longer invited to participate in future potential deals. These facts made the author wonder what subtle attitudes motivate business people to keep or terminate relationships with their business acquaintances. Furthermore, these initial observations led the author to revolve around the central theme: negotiation capability. This derived into the three already mentioned research questions: 1. What are the underlying dimensions in the dynamics of negotiation? 2. How do business negotiators interact, and which practices do they avoid and apply in order to foment long-term business relationships? 3. Which roles do spiritual/ personal values play in the negotiation process? These research questions in light of the data and of the literature on negotiation, helped to form the base to elaborate the 28 detailed questions that guided the interviews (see Annexes for both English and Spanish versions of the interview).

Throughout the data collection and analysis process, the researcher moved iteratively between data, conceptualizations emerged from observations and relevant literature contrasted with the bibliometric study, which brought attention to two topics: negotiation and skill (see section 1.1.1 for more details). Successive analyses resulted in three concepts: negotiation, values, and theories (see section 1.1.2 for further details), which helped the researcher to refine insights into four theoretical lenses: (1) emotional intelligence, (2) social learning theory, (3) behavioral decision theory and (4) negotiation theory (See section 1.1.3.1), that derived into four dimensions: ethics, emotional intelligence, decision-making and leadership (See section 1.1.3.2).

As per the analyses of the interviews, the researcher, initially, improved the sound quality of the recorded interviews using Audacity®, a free, open source, cross-platform software for recording and editing sounds and then employed F5, a transcription software for Mac computers in order to transcribe the interviews. Once the interviews were transcribed and when necessary translated into English, all the interviewees' personal information were coded or removed in order to protect their identity. The researcher read the interviews applying initially open in vivo coding with MAXQDA, a scientific software for qualitative and mixed methods data analysis (Version 11) which enabled the researcher to capture themes and broad observations. The researcher repeatedly read the interviews to refine insights and recheck the codes on different days while analyzing the data in order to establish reliability and an accurate coding scheme for each construct of interest, to develop conceptual dimensions and to avoid bias.

The preliminary categories used to organize the data and to understand the interactions between negotiators included the 9 following main topics: unsuccessful negotiations and values; contract in negotiation; emotions; circumvention; networking; most economically successful negotiation; practices; and values, more specifically, the researcher aimed for example, to seek and identify personal values that helped to build long-term business relationships, as well as to know which personal values led to short-term business relationships, among other code connections. This initial analysis encompassed 62 codes and subcodes as may be observed in Table 27.

Table 27. Preliminary Categories Emerged from the Study

Preliminary categories
Initial main topics
Unsuccessful negotiations and values
Informality
Lack of seriousness
Lack of honesty
Contract in negotiation
Not a guarantee of success
Guarantee of success
Emotions
Impact of charisma and positive emotions on negotion processes
Relation between happiness and increase of business opportunities
Circumvention
Smart attitude
Business "suicidal" attitude
Networking
Collaborator that failed in the past and future opportunities
Personal attitudes and future collaboration
Relation: from contact to collaborator to friend
Established contacts
New contacts
Most economically successful negotiation
Average time
Practices
Forgive mistakes when acknowledged and recognized
Being convinced and convincing about the project
Ability to recognize emotions
Focus of attention during a TTM
Bad reputation
Good reputation
Be sensitive to other people's feelings
Ethical behavior
Treating with courtesy
Fairness attitude
Ability to accept negative feedback
Success on negotiation and being taken advantage of
Success on negotiation and being professionaly disrespected
Sign of gratitude or integrity cc mails during negotiation
Others took credit for your work
Contributions appreciated
Values
Personal values and long-term business relationships
Ethics
Trust
Confidence
Sincerity
Collaboration
Honesty
Gratitude
Honorability
Self-confidence
Being noble
Vision

Correctness
Diplomacy
Initiative
Loyalty
Humility
Personal values and short-term business relationships
Unpunctuality
Treason
Hypocrisy
Ingratitude

All through the data analysis process, as new concepts and categories emerged, the researcher continually modified these initial categories, eliminating or merging old ones and adding new ones, moving always from data to literature and vice versa in order to define her thinking.

Insights gained from the 16 interviews, after all data has been thoroughly analyzed, resulted in a code system of a total of 874 codes and subcodes, comprehending key quotes excerpted from the interviews and the main topics that helped to shed light on the field of business negotiation.

The knowledge that arose from this research is presented following two steps. First, the findings related to dimensions, relations, reference practices, values and the conceptual model are presented and documented based on data and on the literature. Finally, in the second section, the implications for theory and practice are discussed.

"What use is knowledge if there is no understanding?" (Stobaeus)

CHAPTER 3: FINDINGS AND DISCUSSIONS

CHAPTER 3: FINDINGS AND DISCUSSIONS

Summary: This chapter presents the findings and discussions derived from the empirical study on negation capacity and is divided into two sections. In the first section, the code relations identified in the qualitative analysis, the reference practices and the conceptual model are presented; and in the second section, the theoretical contributions to the field of negotiation and the practical implications are suggested.

Resumen: En este capítulo se presentan los resultados y discusiones derivadas del estudio empírico sobre la capacidad de negociación y está dividido en dos apartados. En el primer apartado son presentadas las relaciones entre los códigos identificados en el análisis qualitativo, las prácticas de referencia y el modelo conceptual; y en el segundo apartado, son sugeridas las contribuciones teóricas aportadas al campo de la negociación y las implicaciones prácticas.

3.1 Findings

As mentioned in Chapter 1, although interpretive research as it is the case of grounded theory generally presents qualitative data prior to theory, this study provided the more traditional presentational strategy in order to provide an easier reading of the work, and showed in the first chapter the theoretical overview on ethics, emotional intelligence, decision-making and leadership. This chapter presents a more practical approach according to the data emerged from the research including illustrations from the interviews which revealed the underlying dimensions in the dynamics of business negotiations, identified what may lead to successful and unsuccessful negotiations, which impact contracts have in order to fulfill contractual obligations, how a circumvention attitude and emotions may affect the processes of negotiation, revealed the networking subtleties, and shed light on how certain values or the lack of them, and their corresponding practices may directly or indirectly affect business relationships in a positive or negative way, which was the main purpose of this study.

3.1.1 Dimensions and Codes Relations Emerged from the Study

Table 28 shows the main categories and dimensions emerged from the study, which comprehends a total of 295 codes as may be observed below. The insights gained from the analysis of these code relations are explained, documented and presented in the next sections in form of reference practices, values, and a conceptual model.

Table 28. Overview of the Categories and Codes Emerged from the Study

Overview main topics on negotiation
Unsuccessful negotiations and values/ attitudes
Lack of efficiency
Lack of transparency
Lack of respect
Lack of commitment
Lack of interest
Not complying with obligations
Delaying in getting projects going
Lack of positivity
Desire for protagonism
Lies
Not having in account others' capabilities and feelings
Being selfish
Circumvention
No discretion
Name dropping
Disregard people below position
Immorality
Disrespect
Abuse of authority
Unfairness
Disloyalty
Not straightforward
Lack of professionalism
Lack of etiquette
No level of comfort
Lack of trust
Unreliability
Lack of seriousness
Lack of honesty
Contract in negotiation
Importance of trust
Not a guarantee of success
Guarantee of success
Emotions
Impact of charisma and positive emotions on negotion processes
With limits
Relation positive emotions/ personalities
Relation charisma/ persuasion power/ outcome of negotiation
Relation charisma/ persuasion power/ weaker people
Leave a seed in the ground
Relation charisma/ business sense oriented people
Relation between happiness and increase of business opportunities
Relation profit/ happiness

Circumvention
- Be aware about it
- Become friends
- Value of the collaborator
- Be blacklisted
- Smart attitude
- Adaptability
- Business "suicidal" attitude

Networking
- Focus on long-term/short-term relation
- Be willing to do business
- Be a good businessman(woman) is appreciated
- Having good contacts is appreciated
- Introductions
- Associates
- Long-distance business relations
- Professional closeness
- Deal with junior/ senior
- Collaborator that failed in the past and future opportunities
  - Repeated negative result
- Personal attitudes and future collaboration
  - Effectiveness
  - Commitment
  - Work well done
  - Have something to contribute
  - Be persistent
  - Know how to work in team
  - Long term objectives
  - Positive attitude
  - Professional ethics
  - Human values
  - Be trustworthy
  - Be honest
  - Be decent
  - Be amazing
  - Be loyal
  - Be supportive
  - Not waste people's time
- Relation: from contact to collaborator to friend
  - Reverse relation/ from friend to collaborator
  - Participants' opinions
- Established contacts
  - Vet before introducing new contacts to established contacts
- New contacts
  - Established contacts generate new contacts

Most economically successful negotiation
- Average time
  - Depending on the deal and on the parties

Important to time the deal

Practices

Have collaborators who deserve confidence
Try to establish a friendly atmosphere
Focus attention on body language
Having solution scenarios for each case
Settle own objectives and be able to adjust them when needed
Be ethically responsible
Capacity to overcome and revert unfavorable situations
Complicity
Teamwork
Be transparent
Knowledgeable about the negotiation's object
Be loyal
Be clear
Be honest
Focus on a win-win approach
Not be just self benefit centered
Listen to the people
Be flexible to change own opinion
Be open to other's opinion
Try to understand people
Appreciate people
Respect people
Be aware that juniors may be important in the decision process
Address seniors and juniors
Evoke emotion/ empathy
Establish eye contact
Vet potential deals before proposing to potential investors
Be only focused on taking advantage may cause equal reaction
Ability to detect behavior testing traps
Capacity to overcome pressure
Do not circumvent
Explain why you make contributions and the goal of the contribution
Avoid miscommunication
Find a common ground
Updates/ Trust
Gut instinct
More information/ Better decisions
Be direct
Forgive mistakes when acknowledged and recognized

One must be flexible
Be aware to not influence the other part in a negative way
Depending on the importance
Teamwork

Being convinced and convincing about the project/ Self-confident
Ability to recognize emotions/ mood

To put oneself in other person's place

- Focus of attention during a TTM
    - Convince the majority
    - Analyze all participants/ Focus on one or more
    - Try that all participants feel appreciated
    - Focus on who talks to you
    - Man
    - Woman
- Bad reputation
    - Talk bad about others damage oneself
    - Internet accessibility
    - Short business life
- Good reputation
    - Business world is "small"
    - Name
    - Takes time
- Relation ethical behavior/ business loyalty relationship
    - Management style
    - With limits
    - Different background of education
    - Fairness attitude
    - Treat with courtesy
    - Be sensitive to other people's feelings
- Ability to accept negative feedback
    - Constructive negative feedback
    - Destructive negative feedback
    - Relation negative feedback/ success oportunity
- Success on negotiation and being taken advantage of
    - Rel. being taken advantage/ bad experience/bad memory/bad deal
- Success on negotiation and being professionaly disrespected
    - Stop the negotiation
    - Reverse effect
    - Disregard people
    - More years of experience/ bigger probability
- Sign of gratitude or integrity cc mails during negotiation
    - Copy mails/ update
        - Transparency helps to achieve results
        - Send if there is confidence/not take credit/ bypass
        - Saves time in updating
        - Symbol of confidence
        - Sign of Fairness/ Professionalism/ Seriousness/ Courtesy
        - More years of business experience
        - Less years of business experience
- Others took credit for your work
    - More probable at the beginning/ mid of professional career
    - Entrepreneur/ employee positions
    - To be tough and act quick in order to avoid it
    - Make something different so the other cannot take credit
    - More working years/ more possibilities of happening

Not a surprising factor
Patent
Contributions appreciated
Some take credit for other's contribution to try to be the lead
Relation contributions appreciated/ deal closed
Emotional Intelligence
Collaborator/ helped to create a deal
Foreigner
Male/ Female
Values
Personal values and long-term business relationships
Personal values/ professional values
Knowledgeable about the object of negotiation
Compromised to satisfy both parties
Capacity to overcome problems
Good businessman(woman)
Ability to read others
Know how to listen
Capacity to adapt
Feel comfortable
Good manners
Same expectations
Relation moral and business sense
Aligned good principles
Ethical
Gratitude
Being noble
Wisdom
Diplomacy
Intelligence
Transparency
Clarity
Vision
Initiative
Loyalty
Directness
Openness
Collaboration
Sincerity
Role of honesty in negotiations processes
Honesty
Trust and confidence in negotiations
Impact of reputation, social standing, formal position
Trust requires time and work
Efficiency
Correctness
Integrity
Humility

Patience
Convincing
Understandable
Persistent
Respectful
Empathy
Seriousness
Credibility
Professionalism
Flexibility
Forcefulness
Truth
Thoughtful
Self-confidence
Confidence
Honorability
Joy
Positivism
Effort
Proactivity
Integrity
Harmony
Communication
Personal values and short-term business relationships
Being just centered in self benefit
Being taken advantage of
Drinking problems
Lack of trust
Lack of honesty
Lack of confidence
Lack of truthfulness
Lack of understanding
Lack of transparency
Lack of punctuality
Lack of etiquette
Lack of effort
Not humble
Fragile egos
Poor handling
Too proud
Miscommunication
Protagonism
Ingratitude
Circumvention
Selfishness
Greed
Disrespect
Disloyalty

Arrogant
Conflictive
Agressiveness
Lie
Emotional
Impatient
Pushy
Complicity
Treason
Hypocrisy

3.1.2 Practices identified in the processes of negotiation

Thompson (1990) states that "negotiation is a pervasive and important form of social interaction" (p.515). Thompson and Hastie (1990) argue that "people negotiate with many different kinds of people for a variety of resources" (p.99) and highlight that "scarce resources include tangible goods such as money and commodities, as well as intangible goods, such as services, information, rights, and privileges" (p.99). They emphasize that, "negotiation skills are essential to anyone who must interact with other people to accomplish their social objectives" (p.99), since, "ineffective negotiation behaviors may lead to undesirable or even disastrous consequences" (p.99). Patton and Balakrishnan (2010) claim that negotiations consist of four stages: Pre-Negotiation Behavioral Influences; Negotiation Processes; Negotiation Outcomes; and Post-Negotiation Cognitive Dispositions, and express that the expectation, or the lack of it, for future negotiation interactions impact the bargaining processes and outcomes.

Data collection emerged from this study vividly shows how certain practices may strongly impact the course of a negotiation process. Next section shows the role of contracts in negotiations.

3.1.2.1 The Role of Contracts in Negotiations

A first insight points to the role that contracts have on negotiations. According to data emerged from the interviews, contract showed to be linked to trust. In this line, Arino et al. (2014) argue that "prior relationships may produce trust which in turn may substitute for or complement contractual mechanisms". Ring and Vandeven (1994) call attention to the fact that "although knowing the inputs, structure, and desired outputs of a relationship provides a useful context for studying process, these factors do not tell us how a relationship might unfold over time". In addition, they argument that, "trust in the goodwill of other parties is a cumulative product of repeated past interactions among parties through which they come to know themselves and evolve a common understanding of mutual commitments. Furthermore, the greater the ability to rely on trust, the lower the transaction costs (time and effort) required of parties to negotiate, reach agreements, and execute a cooperative IOR" (cooperative interorganizational relationships). They say that, "reliance on trust in the goodwill of others reduces (IORs) perceived need for formal legal structures and safeguards to govern a cooperative IOR. However, when taken to its extreme, this argument creates the very conditions for the abuse of trust". They suggest that "one way to study these propositions is to undertake longitudinal research that tracks a set of cooperative IORs in their natural field settings from beginning to end", considering that, as they mention, in the current "global economy, cooperative IORs are increasingly occurring between parties from different nation states, cultures, and languages, representing a more complex set of conditions". In line with the extant theory, data collection shows apart from the aforementioned, that the majority of the participants of this study, with different origin and experience backgrounds, consider contracts important to remind parties about the boundaries of their settlements, however do not represent a guarantee of accomplishment. A senior businessman with more than 25 years experience as an entrepreneur in different sectors, answered the following when the researcher asked if a contract represented a guarantee of success:

Q.Do you consider that a contract is a guarantee of a successful deal?
"No. No. A contract is a guarantee that you can go to court with it. So if you are happy to go to court, then… have a contract then, even that doesn't guarantee you anything, so... Nothing is stronger than a good handshake. Nothing". (Interv5, businessman)

Along data collection, the researcher could clearly observe that the more experienced business negotiators are working on different deals at a worldwide level, the more they are aware that contracts do not mean the end of a successful negotiation. It requires trust and willingness of the parties to fulfill the agreement. Table 29 offers some illustrations of the different viewpoints of the participants, where it may be observed that even in those cases where the participants initially suggest that contracts should be a guarantee, they themselves recognize that it may be the "*basis*" but not a guarantee.

Table 29. The Role of Contracts in Negotiations

The role of contracts in negotiations		Q. Do you consider that a signed contract is the guarantee for a successful deal? (Illustration)
	Importance of trust	*"In the majority of the cases, yes. It is also true that with certain persons the trust is more important, and generally, in those cases the business opportunities are more and bigger".* **(Interv10, businessman)**
	Not a guarantee of success	*"Absolutely not, there are certain circumstances where, of course, we do need the contract in place, but I´ve been in situations a lot of times now, where a deal has been negotiated, contracts have been signed, and people anyway pull back on the deal. In fact that happened to me just three months ago, on a very large transaction, where I believed they would go to legal action, and that hasn´t actually happened. But I think that just because a contract is signed it doesn´t mean that the deal is going to go through. Is it better to have the contract signed? Absolutely, it is better to have the contract signed, but it doesn´t guarantee that the deal is going to actually go through".* **(Interv3, businesswoman)** *"Not in itself. That means: I am a lawyer by profession, although it is not the case and I know that a contract is a guarantee, but in the case of business, if there is no will to fulfillment, normally with a contract is not enough. That is to say: A person who does not have the intention to comply with the contract, there is no guarantee of fulfillment, no matter how solid the contract is".* **(Interv6, businessman)**
		"No, it just reflects the result of some agreements". **(Interv12, businessman)**
		"Contracts are to prevent against disagreements or disobedience of the rules between the parties, but are not a guarantee for a successful operation". **(Interv14, businessman)**
		"As long as the parties have the interest and moral values to keep to what was the intention of the contract. Otherwise no". **(Interv15, Businessman)**
	A guarantee of success	*"It should be".* **(Interv.11, businessman)**
		"I consider it to be the basis, but it isn´t everything". **(Interv2, businesswoman)**
		"It is the basis of a guarantee, and then it is really necessary that afterwards, also all parties fulfill the idea behind the contract. No?" **(Interv1, businessman)**

Next section shows the subtleties of emotions and charisma during negotiations processes.

3.1.2.2 Emotions

According to Morris and Keltner (2000), "negotiations are inherently emotional". They state that "behavioral research on negotiation in recent years has been dominated by the decision-making research paradigm, which accords a relatively narrow role to emotions". They emphasize that "decision-making researchers have considered emotions primarily in terms of how an individual's positive or negative affect impacts, and usually impedes, his or her information processing". Having this in consideration and "drawing on recent advances in psychology and other fields", they "propose an alternative perspective that highlights more social and more functional aspects of emotion in negotiation". They "conceptualize emotions as interpersonal communication systems that help individuals navigate the basic problems that arise in dyad and group relations". For them, "emotions are evoked by these specific relational problems and one person's emotional expression impacts other persons, often with the consequence of resolving the relational problem". Based on "this social functional perspective", they offer "insights concerning: (a) the influence of specific emotions upon negotiation-related cognition and behavior; (b) the transitions between qualitatively different phases within negotiations; and (c) the ways in which negotiations are shaped by contextual variables such as culture and communication media”. They argue that “affect-and-cognition approach misses the central way that emotions function in negotiation - that is, one's emotional expression affects others who observe it”. As they mention, “negotiatiors use emotions in order to initiate relationships, make demands, seek cooperation, and seal commitments”. Aligned with this view, the researcher could observe while participating in different transactions that negotiatiors were much more willing to collaborate with people that they felt comfortable with and in who they could trust, than with people that they felt reluctant or not close enough with, independent of the fact that sometimes negotiators were from the same country. Closeness, betterment of communication and mutual judgement between and among negotiators was more related to positive interactions gained on past collaboration experiences. The author could observe several times during this research period that regardless if a deal has achieved a successful end, that a positive interaction during a negotiation process was what counted for the majority of the negotiators to consider entering future collaborations together or not. In the words of a businesswoman interviewed during this study regarding the importance of charisma and positive emotions to the success of a negation process:

“Absolutely. I think it is very important, because I think that working with people who are likable, who are energetic; there are people that you generally like, that you feel a personal closeness to, or a willingness to work with these people, that they make the process enjoyable. I think that it is very, very important, it´s part of being a professional person”. ***(Interv3, businesswoman)***

Elfenbein (2007) states that “emotion has become one of the most popular—and popularized—areas within organizational scholarship” (p.315). According to her, “the emotion process begins with a focal individual who is exposed to an eliciting stimulus, registers the stimulus for its meaning, and experiences a feeling state and physiological changes, with downstream consequences for attitudes, behaviors, and cognitions, as well as facial expressions and other emotionally expressive cues” (p.315). She emphasizes that “these downstream consequences can result in externally visible behaviors and cues that become, in turn, eliciting stimuli for interaction partners” (p.315). As a result, “for each stage of the emotion process there are distinct emotion regulation processes, that incorporate individual differences and group norms and that can become automatic with practice” (p.315). She argues that “research often examines these stages in relative isolation from each other”, and highlights “that each matters largely due to its interconnectedness with the other stages” (p.315), referring to the importance of “incorporating intra-individual, individual, interpersonal, and organizational levels of analysis”, in order to better understand “the influence of emotion on organizational life” (p.315).

Emotion and charisma were associated to depend on personalities as well as to "leave a seed in the ground", as may be observed below in the words of a senior businessman:

"Yes, the answer is yes. But again it depends on the personalities of the people. I think for example a swiss person, then the answer is probably not. But yes, a mediterranean, south american, you know, and so on, yes, like you..." **(Interv5, businessman)**

"To put, to bring... charisma maybe, yes. To bring to a meeting an emotional layer. If there is an emotional layer that you evoke in the other people, then you left a good seed in the ground…". **(Interv5, businessman)**

In that sense, the study of Rego et al. (2011) concludes that "organizations and leaders can promote a happier and more affectively-committed workforce if they encourage (in a genuine and sustainable way) positive perceptions in their employees regarding organizational virtuousness". They emphasize that potential "positive impacts of employees' happiness at work and affective commitment on their performance", leads to "a virtuous organizational climate" that "may impact productivity positively".

In this line, data collection indicates how the interviewees perceive charisma and positive emotions during negotiation processes. Negotiatiors associated *happiness* to an increase of business opportunities and profitability. However, Table 30 also shows that charisma may also not be seen in such a positive way, since it was associated with persuasion power which requires more awareness of the negotiators, as may be observed in the illustration below from an interview with an experienced businessman:

Q.Do you consider charisma and positive emotions important to the success of a negotiation process?
"A hundred and one percent. But, also, in a negative way. I mean... charisma, you can also make mistakes because of charisma of other people, and you can sign the wrong deal with the wrong person, with the wrong terms because he has charisma. Charisma, and you learn it after a few years, after you had a bad experience, you learn that charisma is one thing, and business is another thing, and not to mix the two, because charisma can be very treacherous you see, can be also a trap". **(Interv5, businessman)**

Data shows that *charisma* was not considered relevant to business sense oriented people as may be observed in the words of a senior businessman:

"…However, if, as I found most of the time, across me are sitting people that are very "crunching numbers" and a business decision makes sense or doesn´t make sense then charisma is totally irrelevant". **(Interv4, businessman)**

Table 30. The Role of Emotions in Negotiations

The role of emotions in negotiations	Q. Do you consider charisma and positive emotions important to the success of a negotiation process? (Illustration)
Impact of charisma and positive emotions on negotiation processes	*"Absolutely. I think it is very important, because I think that working with people who are likable, who are energetic; there are people that you generally like, that you feel a personal closeness to, or a willingness to work with these people, that they make the process enjoyable. I think that it is very, very important, it´s part of being a professional person".* **(Interv3, businesswoman)**
With limits	*"A positive attitude in the meetings and the negotiation process transmits confidence, but without an excess of charisma, since it can transmit the opposite."* **(Interv16, businessman)**
	"Charisma is very important to have it at the beginning and during the process but it will be not important at all to close the deal, and positive impressions…it is important but not so much because all the wishes that you could have showed….the other guy can think you are hungry to close…you are hungry to close the deal…you must never show the other one that you are hungry and that you want to close the deal…as soon as possible...". **(Interv8, businessman)**
Relation positive emotions/ personalities	*"Yes, the answer is yes. But again it depends on the personalities of the people. I think for example a swiss person, then the answer is probably not. But yes, a mediterranean, south american, you know, and so on, yes, like you..."* **(Interv5, businessman)**
Relation charisma/ persuasion power/ outcome of negotiation	*"Charisma is, is considered a persuasion power, in the negotiation process. And if charisma can be turned around in a persuasion power, then it can positively effect the outcome of the negotiation".* **(Interv4, businessman)**
Relation charisma/ persuasion power/ weaker people	*"…But I´ve seen situations where it actually helped, where it was a persuasion power, but mostly towards weaker people".* **(Interv4, businessman)**
Leave a seed in the ground	*"To put, to bring... charisma maybe, yes. To bring to a meeting an emotional layer. If there is an emotional layer that you evoke in the other people, then you left a good seed in the ground…".* **(Interv5, businessman)**
Relation charisma/ business sense oriented people	*"…However, if, as I found most of the time, across me are sitting people that are very "crunching in number" and a business decision makes sense or doesn´t make sense" then charisma is totally irrelevant".* **(Interv4, businessman)**
	"A hundred and one percent. But, also, in a negative way. I mean... charisma, you can also make mistakes because of charisma of other people, and you can sign the wrong deal with the wrong person, with the wrong terms because he has charisma. Charisma, and you learn it after a few years, after you had a bad experience, you learn that charisma is one thing, and business is another thing, and not to mix the two, because charisma can be very treacherous you see, can be also a trap". **(Interv5, businessman)**
Relation between happiness and increase of business opportunities	**Q. Do you consider that keeping a partner or a collaborator happy, leads to an increase of business opportunities? (Illustration)**
	"Yes, of course". **(Interv5, businessman)**
	"Yes, this is a consequence, from one thing to the other, it is a direct consequence". **(Interv6, businessman)**
	"Of course. And I would be very happy if all the partners and collaborators were happy because automatically it has positive effects in the whole business". **(Interv1, businessman)**
	"Of course, because the associate will want to repeat the same experience of success in the future". **(Interv14, businessman)**
	"Of course, I am convinced of it". **(Interv2, businesswoman)**
Relation profit/ happiness	*"What does keeping happy mean? Is it keeping the bank account like this or is it making somebody really happy? In the first case, keeping the bank account happy could be more than an often collaboration, and could be considered by the collaborator as an extremely good value".* **(Interv4, businessman)**

Next section is related to *circumvention*, according to data one of the attitudes less accepted by business negotiators.

3.1.2.3 Circumvention

Data collection shows that despite one of the interviewees considers circumvention neither a positive nor negative attitude as may be observed below:

Q.Do you consider a circumvention attitude towards a collaborator during a negotiation process, a business "suicide" or a "smart" attitude?
"Neither one thing, nor the other. I have no answer, every case is different depending on the circumstances and what interests you". **(Interv11, businessman)**

No negotiator has considered circumvention to be a smart attitude, quite the contrary. Circumvention was associated to short-term business relationships as highlighted by a younger businessman as well as to the possibility of being blacklisted as referred by a senior businessman as may be observed in the following illustrations:

"…I think it's not smart at all…and it's just a short…yeah...I mean...you can't trust this partner at all...". **(Interv9, businessman)**

"*"…Originally we could say it´s very negative in society, of course to circumvent, because you could be blacklisted…"* **(Interv4, businessman)**

According to Rubinstein and Wolinsky (1987) "despite the important role played by intermediation in most markets, it is largely ignored by the standard theoretical literature". They argue, "this is because a study of intermediation requires a basic model that describes explicitly the trade frictions that give rise to the function of intermediation. But this is missing from the standard market models, where the actual process of trading is left unmodeled". In this line, Wright and Wong (2014) "study exchange that is bilateral but indirect—it involves chains of intermediaries, or middlemen—in markets with frictions, and "show how bubbles can emerge in intermediation, even with fully rational agents and perfect foresight". In that direction, the researcher could observe the importance of intermediation in different operations, as for example: fund raising for startups and expansion projects of existing companies, merger and acquisition deals, and simple products buying and selling deals. The larger, more trustworthy and solid the networking of the intermediary or middleman(woman) is, more possibilbilties to generate business are expected. Taking this into account, and although recognized as a bad practice (see Table 31), the researcher could still observe some attempts of circumvention in different negotiation processes while carrying out this study due to frictions arisen among negotiators or simply by greed from one of the parties involved in the transactions. Three occurrences called the attention of the author:

(1) First, while participating in a financial deal involving parties from three different countries, the researcher could observe as Party3 contacted directly Party1, in order to try to cut out Party2 (the intermediary party) of the deal, without considering its partnership with Party2 in some other projects and not having in account that one of the participants of Party2 was the direct contact with Party1; This ended up with Party1 communicating to its contact in Party2 about the attempt of circumvention of Party3, since they have a long-standing, solid and trustworthy business relationship, fact that Party3 did not know; This also led to this participant in Party2 communicating to the other participants what had happened, which was a great disappointment also to another of the participants of Party2, since as mentioned before, Party3 was his partner in other deals. In sum, the researcher could observe the value of trust in business relationships as well as the consequencies of lack of trust, Party1 and its contact in Party2 keep their business relationship and the other participant in Party2 broke his business relationship with Party3. This deal worth some hundred million euros did not succeed in the end resulting in no profit for all the parties involved, and Party3 becoming blacklisted.

(2) Second example observed, while participating in a fund raising operation involving two countries and amount below 1 million euro, the author could observe as the project's owner (Party1) tried to circumvent its contact (Party2) when he had the opportunity to contact directly with the contact (Party3) of the investor (Party4), which resulted in Party3 pausing the process until Party1 and Party2 had resolved their issue, since this attitude did not transmit the necessary confidence that Party3 needed in order to be able to advice Party4 to invest in the project of Party1. The other important factor not considered by Party1 was the existing solid business relationship between Party2 and Party3. In sum, at the end, once initial conflicts have been resolved the investment was carried out, however the project did not go further due to a subsequent lack of understanding between Party4 and Party1, which resulted in Party4 investing in its own project and counting on the expertise and backgroungd of Party2 and Party3.

(3) The third example that called the attention of the author, was the lack of vetting and excess of trust of CompanyA towards CompanyB when they decided to hire it in order to offer services to CompanyC. CompanyB then tried, and succeed in cutting out CompanyA when they had the first opportunity to contact CompanyC directly and alone,

due to frictions that arose between CompanyA and CompanyB during the negotiation process. Also because CompanyB thought that they could earn much more if they managed to get the client (ComapanyC) from CompanyA. In sum, this resulted in an economical loss for CompanyA, but also for CompanyB, because although having managed to get the client (CompanyC) from CompanyA, in the end CompanyC's opportunity did not result to be as profitable as CompanyB had thought initially. Another important factor is that CompanyB did not know that they had been about to receive another important project from CompanyA worth 4 times as much as the contract they already had received from CompanyA if they had behaved ethically.

However, the author could also observe that a collaborator that does not represent an added value, on the contrary, is associated with dragging the negotiation instead of improving the process could be disregarded in the future since he/ she could be associated with waste of time. This may be clearly observed in the illustration below in the words of a highly experienced businessman:

"…On the other hand, if the value of the collaborator at the end of the day seems to be close to zero, and a waste of time, and dragging the negotiation process instead of improving the negotiation process, then at one point in time one has to decide to consciously circumvent, because the only motivation to do so would be in the long run to drop the collaborator because there are better things to do". **(Interv4, businessman)**

Table 31. The Impact of Circumvention in Negotiations

The impact of a circumvention attitude	Q. Do you consider a circumvention attitude towards a collaborator during a negotiation process, a business "suicide" or a "smart" attitude? (Illustration)
Be aware of it	*"If someone suggests that you circumvent person X, who is also in the deal, the next person to be circumvented will probably be yourself".* **(Interv15, businessman)**
Become friends	*"Look: let´s say…that you got me a contact: After already a month he is a better friend of mine than he is a friend of yours. And when he became my friend, I don´t feel obligated to tell you everything I do with him. I feel obligated to give you a compensation. So: If I do something with that person, once he is my friend and so on, because I know him already for a lot of time, we work already together, he has already seen my children, I saw his children, we went on a holiday together and so on, and the wives know each other, yes? And so, of course, many times we will talk about things and try to promote things, and so on, that I don´t update you. But if something will happen that will be a financial success, then I will get back to you. Would you call that circumvention?..."* **(Interv5, businessman)**
Value of the collaborator	*"…On the other hand, if the value of the collaborator at the end of the day seems to be close to zero, and a waste of time, and dragging the negotiation process instead of improving the negotiation process, then at one point in time one has to decide to consciously circumvent, because the only motivation to do so would be in the long run to drop the collaborator because there are better things to do".* **(Interv4, businessman)**
Be blacklisted	*"…Originally we could say it´s very negative in society, of course to circumvent, because you could be blacklisted…"* **(Interv4, businessman)**
Smart attitude	No participant considered a circumvention attitude to be solely a "Smart" attitude.
Adaptability	*"Well, I think it can be both…"* **(Interv4, businessman)**
Business "suicidal" attitude	*"Short term it could be beneficial, but it is certain that it closes your doors to any later collaboration with this contact and his environment/sector. In short, it is a suicidal attitude".* **(Interv13, businesswoman)**
	"Yes, it is committing a suicide on the business. Suicide means eliminating this possibility of doing business, including for a long time or indefinitely". **(Interv1, businessman)**
	"A suicide, a suicide, one cannot…. No… No…yes, yes, it wouldn´t work, it would break all the values, no? And if there are no values, there is nothing, no?". **(Interv7, businesswoman)**

Next section brings attention to the concept of networking and its subtleties.

3.1.2.4 Networking

According to Coviello and Munro (1995), "in the context of the entrepreneur seeking to develop international markets network theory leads one to examine a variety of internationalization issues. These include, for example, the impact of network relationships on foreign market selection and the relative influence of other firms (in both direct and indirect relationships) on new market entry strategies". As they point out, "other issues relate to the evolution of power and control in domestic and foreign network relationships, the interconnectedness of network relationships and the effect of network relationships on the rate and success of international growth".

Data collection indicates that *networking* was associated to short-term and long-term business relationship among others, as may be observed in the words of two businessmen as follows:

Q.When you enter into a negotiation process: Do you aim for a short or long term business relationship?
"First for the short term, time provides the rest". **(Interv11, businessman)**
"The objective is to maintain the contact for the long term, for future negotiations". **(Interv16, businessman)**

Accordingly, *networking* was also associated to new and established contacts, as may be observed in the illustration below:

Q. Having in mind your contact network, is it mainly based on a constant increase of new contacts or is it mainly built up of established contacts with which you use to keep permanent relationship?
"In my case, as I always had professional responsibilities that had to do with personal contacts, always, always, always I have based this on people that I have already known, along the time as more people I knew, and luckily, the more people I knew for positive reasons, through my work, etc, for the purpose that it's interesting that they know you, eh..., but normally these old contacts are those who bring you the new ones, and all of this is an important network of contacts, it´s like a Facebook page where you go increasing the number of friends, etc, well this comes to be a bit of the same". **(Interv6, businessman)**

Moreover, *networking* was yet related to negative past experience and how this could affect future collaboration. As Vitell, Keith, and Mathur (2011) suggest, "it may become imperative for firms to focus on ethical practices to sustain themselves in the marketplace". The illustration below shows an example of a situation where one of the interviewees decided to continue the collaboration with a counterpart that has failed her in the past:

Q. Have you ever negotiated again with some collaborator that has failed you in the past?
"Absolutely. One of the people who right now I am kind spending my time making on a project with the person, yes, he failed me in the past, but it was in qualifying a client who eventually pulled out of the deal. So in a way you can say that my collaborator failed me, because the correct checks were not made on the client, however, I believe that the client's situation changed so, the collaborator failed me but I carry on working with him, because I know that it was not entirely their fault, and it certainly was not intentional". **(Interv3, businesswoman)**

In the words of another interviewee a second opportunity should be possible:

“Yes, there are occasions where we deserve another opportunity. Who never makes a mistake, undoubtedly never makes anything else either”. **(Interv10, businessman)**

However, other interviewees showed not to be willing to take the risk to collaborate with people that have failed them in the past as may be observed below:

“No, because that would really be like tripping on the same stone for the second time”. **(Interv1, businessman)**

“No, if he has failed me once, I have totally lost the faith in him”. **(Interv2, businesswoman)**

Furthermore, a senior businessman sheds light on the importance to distinguish if the deal failed because it did not work for the parties involved in the negotiation, or if it was due to a cause, as may be observed below:

“Define failed.... If the business didn´t work? And then, then yes, but if he failed me in the past as if he was disloyal, he was dishonest, he was this and that, then never. Never. That´s never. If it´s for a cause, as they say in English, for cause… if it was for cause, then I will never negotiate with him. Even if he is good with business but he is immoral in his private life, I will not work with him. If he is a rapist, if he is doing drugs, ok? If I´m in a meeting with him and he is going to the toilet to sniff and so on, I also don´t want to work with him. So even in the personal attitude, even if it´s not business, so, yeah...”. **(Interv5, businessman)**

The situation may be even more complex when multiparty relationships are taken into consideration, “…since there is a complex set of multidirectional relationships to control and to manage successfully, with each party showing differing approaches to, and behaviours regarding, each of the other actors and the network as a whole” (Della Corte & Aria, 2014, p.4).

As two of the interviewees point out:

“There are two separate groups of relationships. In my particular case I work with associates. Associates are people I feel totally confident with, where we negotiate every deal or any collaboration. Even if they are long-term relations; every time we make a deal we decide how the deal, the profits of the deal will be distributed. And it is thanks to negotiating every time that the relations have never created any frustrations and have been long-term relations. And there´s the small group of people with which I have long term relations. But the building of

recurring businesses, and new businesses is based on new relations, and number of people being added to the database turns around five to seven hundred per year". **(Interv4, businessman)**.

"…it's important that the guy you are working with is a good businessman, he has good contacts and he wants to do business,…" **(Interv8, businessman)**

As Della Corte and Aria (2014) emphasize, "partners' expectations are a key factor for collaboration success, which the literature underlines, they are also a useful reminder that the social connections between the stakeholders in a network can create social capital, which can extensively influence collaboration results" (p.5).

This can be even observed in the cases of long-distance relationships, as highlighted by a senior businessman in the illustration below:

"…I learned over the years, doing business internationally and at long distances that we can build a good business relation with people that we didn´t even meet. And it has happened to me. Reminds me of someone recently that we know each other since 15 years over the phone, and we have never met…" **(Interv4, businessman)**

When asked about which personal attitudes or factors interviewees would have in account in order to count on certain collaborators for future business opportunities, they referred to ethics, commitment, positivity, effectiveness, to not waste one's time, among others, as may be observed below:
Q. We all know that any negotiation can lead to a successful or unsuccessful end. Which are the factors or personal attitudes that can make you consider certain collaborators to enter into new deals?
"Their honesty, their human values and the professional ethics". **(Interv10, businessman)**
"But if someone was amazing and very supportive and very decent, like that, and very loyal and, and the negotiation didn´t work, then I don´t give "penalty" to that person". **(Interv5, businessman)**
"Positivity, long term objectives, and teamwork". **(Interv12, businessman)**
"Complying well with the tasks within their respective competencies, the degree of effectiveness, involvement and commitment". **(Interv16, businessman)**
"That they can be trusted and that they have something to contribute". **(Interv15, businessman)**

"I think that it may seem irrelevant to you, my answer to your question, but it is the fact that people do not waste my time…" **(Interv5, businessman)**

According to Jochemczyk and Nowak (2010), "negotiations may be examined either from a static point of view of the negotiation situation or from the dynamic process of achieving agreement in the course of talks". They claim that a Dynamical Negotiation Network (DNN) model "enables us to understand the unfolding negotiation process and its effects on outcomes". They "depict a process of negotiation as a process of collaboratively creating a network of the shared reality", and claim that "the dynamics of constructing the network and its structure determines the resultant conditions of the negotiation contract/agreement".

In this line, and considering that friendship fosters problem solving and reaching a consensus between parties (Zajac & Hartup, 1997), data shows the possibility of evolving from contact to collaborator and from collaborator to friends as well as in the reverse situation, what is highlighted by some interviewees as follows:

Q. What do you think about the following phrase? Make contacts, transform them into collaborators/ partners and respect them as friends.
"Always, always, always, I prefer people that they will be my friends. I think that all the people with whom I have good business relationships as far as I remember, all of them, if I have good business relationship with them, they are my friends today...some, some also not professional friends. Some also friends in every other aspect of the word friendship…" **(Interv5, businessman)**
"…I´ll tell you that sometimes it can be the other way around, eh, including if you have friends and are capable to collaborate with them with honesty, etc etc, also , that means, it could go from being friend to collaborator or from collaborator to friend if your way of behaving is correct and honest, and looking for this kind of personal and direct treatment, I believe that this is what normally happens". **(Interv6, businessman)**

Another factor pointed out was the importance of vetting new contacts before introducing them to established contacts as mentioned by a senior businessman and observed below:

"One has to be careful in "vetting" new contacts, because the credibility at stake is not only theirs – but also your own – the day that you connect an old, reliable and valuable contact with a new one". **(Interv15, businessman)**

Jochemczyk and Nowak (2010) state that "a negotiation process is tantamount to the collaborative building of a Dynamical Negotiation Network (DNN), where each party tries to influence the shape of the network in a way that leads to a more favorable solution for them". They claim "that there is a strong relation between the DNN constructed during a negotiation and the outcome of the negotiation"; since, "the factors of the negotiation situation influence the negotiation process, but it is due to the negotiation process that the outcomes are ultimately achieved".

Table 32 shows in detail the dimensions related to *networking,* emerged from the data analysis.

Table 32. The Subtleties of Networking in Negotiations

Networking	**Q.When you enter into a negotiation process: Do you aim for a short or long term business relationship? (Illustration)**
Focus on long-term/short-term relation	*"Always long-term".* **(Interv15, businessman)**
	"First for the short term, time provides the rest". **(Interv11, businessman)**
	"The objective is to maintain the contact for the long term, for future negotiations". **(Interv16, businessman)**
Be willing to do business	*"…he wants to do business, because in some cases…he can say yeah we can do business and can do the other but at the end you can close nothing…"* **(Interv8, businessman)**
Be a good businessman(woman) is appreciated	*"…it's important that the guy you are working with is a good businessman, he has good contacts and he wants to do business,…"* **(Interv8, businessman)**
Having good contacts is appreciated	*"…it's important that the guy you are working with is a good businessman, he has good contacts and he wants to do business…"* **(Interv8, businessman)**
Introductions	*"…by network I mean introductions. Because normally, network means introduction".* **(Interv8, businessman)**
Associates	*"There are two separate groups of relationships. In my particular case I work with associates. Associates are people I feel totally confident with, where we negotiate every deal or any collaboration. Even if they are long-term relations; every time we make a deal we decide how the deal, the profits of the deal will be distributed. And it is thanks to negotiating every time that the relations have never created any frustrations and have been long term relations…"* **(Interv4, businessman)**
Long-distance business relations	*"…I learned over the years, doing business internationally and at long distances that we can build a good business relation with people that we didn´t even meet. And it has happened to me. Reminds me of someone recently that we know each other since 15 years over the phone, and we have never met…"* **(Interv4, businessman)**
Professional closeness	*"… Some of those people I feel an immediate professional closeness to, I see that they work in a similar way that I do, and that can create immediately the level of trust and honesty that I need to feel comfortable…"* **(Interv3, businesswoman)**
Deal with junior/ senior	*"… Now, even now though I have a very direct and very clear way of working, that hasn´t necessarily matched how my clients have gone to work, in which case they have had to work with my partner instead of myself, because he is a man in in his mid- 50s…. But we could reverse it as well, we have been in situations where we have been talking to younger, more dynamic people, in which case I have taken the lead, and perhaps my partner will take a little bit more of a back seat. Not because he is not capable, but because him as an older man with a beard makes him come across as not quite as dynamic and fast as I do".* **(Interv3, businesswoman)**
Collaborator that failed in	**Q. Have you ever negotiated again with some collaborator that has failed**

	the past and future opportunities	**you in the past?** **(Illustration)**
		"Yes, there are occasions where we deserve another opportunity. Who never makes a mistake, undoubtedly never makes anything else either". **(Interv10, businessman)**
		"Define failed.... If the business didn´t work? And then, then yes, but if he failed me in the past as if he was disloyal, he was dishonest, he was this and that, then never. Never. That´s never. If it´s for a cause, as they say in English, for cause…, if it was for cause, then I will never negotiate with him. Even if he is good with business but he is immoral in his private life, I will not work with him. If he is a rapist, if he is doing drugs, ok? if I´m in a meeting with him and he is going to the toilet to sniff and so on, I also don´t want to work with him. So even in the personal attitude, even if it´s not business, so, yeah...". **(Interv5, businessman)**
		" Yes, and with success". **(Interv12, businessman)**
		" Few". **(Interv13, businesswoman)**
		"No, because that really would be like tripping on the same stone for the second time". **(Interv1, businessman)**
		"No, If he has failed me once, I have totally lost the faith in him". **(Interv2, businesswoman)**
	Repeated negative result	*"Yes, and with another negative result".* **(Interv16, businessman)**
	Personal attitudes and future collaboration	**Q. We all know that any negotiation can lead to a successful or unsuccessful end. Which are the factors or personal attitudes that can make you consider certain collaborators to enter into new deals?** **(Illustration)**
	Effectiveness	*"Complying well with the tasks within their respective competencies, the degree of effectiveness, involvement and commitment".* **(Interv16, businessman)**
	Commitment	*"Complying well with the tasks within their respective competencies, the degree of effectiveness, involvement and commitment".* **(Interv16, businessman)**
	Work well done	*"A positive attitude, recognition of a job well done, success, perseverance".* **(Interv13, businesswoman)**
	Have something to contribute	*" That they can be trusted and that they have something to contribute***".** **(Interv15, businessman)**
	Be persistent	*" A positive attitude, recognition of a job well done, success, perseverance".* **(Interv13, businesswoman)**
	Know how to work in team	*"Positivity, long term objectives, and teamwork".* **(Interv12, businessman)**
	Long term objectives	*"Positivity, long term objectives, and teamwork".* **(Interv12, businessman)**
	Positive attitude	*"A positive attitude, recognition of a job well done, success, perseverance".* **(Interv13, businesswoman)**
		"Positivity, long term objectives, and teamwork". **(Interv12, businessman)**
	Professional ethics	*"Their honesty, their human values and the professional ethics".* **(Interv10, businessman)**
	Human values	*"Their honesty, their human values and the professional ethics".* **(Interv10, businessman)**
	Be trustworthy	*"…all the positive factors that we already have been explaining about earlier, which are the ones that makes you trust that this person is a person of your interest, with whom to collaborate in the future".* **(Interv6, businessman)**
	Be honest	*"Like I have pointed out earlier, honesty and professionalism".* **(Interv11, businessman)**
	Be decent	*"But if someone was amazing and very supportive and very decent, like that, and very loyal and, and the negotiation didn´t work, then I don´t give "penalty" to that person".* **(Interv5, businessman)**
	Be amazing	*"But if someone was amazing and very supportive and very decent, like that, and very loyal and, and the negotiation didn´t work, then I don´t give "penalty" to that person".* **(Interv5, businessman)**
	Be loyal	*"But if someone was amazing and very supportive and very decent, like that, and very loyal and, and the negotiation didn´t work, then I don´t give "penalty" to that person".* **(Interv5, businessman)**
	Be supportive	*"But if someone was amazing and very supportive and very decent, like that, and very loyal and, and the negotiation didn´t work, then I don´t give "penalty" to that person".* **(Interv5, businessman)**

	Not waste people's time	*"I think that it may seem irrelevant to you, my answer to your question, but it is the fact that people do not waste my time…"* **(Interv5, businessman)**
Relation: from contact to collaborator to friend		**Q. What do you think about the following phrase? Make contacts, transform them into collaborators/ partners and respect them as friends. (Illustration)**
		"To me it seems correct. We live in a moment where contacts are a very appreciated commodity and can influence in achieving success in a negotiation, and for this they deserve respect". **(Interv16, businessman)**
		"Always, always, always, I prefer people that they will be my friends. I think that all the people with whom I have good business relationships as far as I remember, all of them, if I have good business relationship with them, they are my friends today...some, some also not professional friends. Some also friends in every other aspect of the word friendship…" **(Interv5, businessman)**
	Reverse relation/ from friend to collaborator	*"…I´ll tell you that sometimes it can be the other way around, eh, including if you have friends and are capable to collaborate with them with honesty, etc etc, also , that means, it could go from being friend to collaborator or from collaborator to friend if your way of behaving is correct and honest, and looking for this kind of personal and direct treatment, I believe that this is what normally happens".* **(Interv6, businessman)**
Established contacts		**Q. Having in mind your contact network, is it mainly based on a constant increase of new contacts or is it mainly built up of established contacts with which you use to keep permanent relationship? (Illustration)**
		"Solid contacts, whith whom I maintain a permanent relation". **(Interv13, businesswoman)**
		"Basically they were long-term relations, but the new ones were also important in order to renew the business". **(Interv2, businesswoman)**
		"The majority are solid contacts, but there are always the odd exceptions". **(Interv10, businessman)**
	Vet before introducing new contacts to established contacts	*"One has to be careful in "vetting" new contacts, because the credibility at stake is not only theirs – but also your own – the day that you connect an old, reliable and valuable contact with a new one".* **(Interv15, businessman)**
New contacts		*"…the building of recurring businesses, and new businesses is based on new relations, and number of people being added to the database turns around five to seven hundred per year".* **(Interv4, businessman)**
	Established contacts generate new contacts	*"I increase the number of contacts, through a solid and permanent base".* **(Interv12, businessman)**

Altough it is not included in the main scope of this study, and not aiming to generalize, another fact that the researcher was able to observe during the research, was how some interviewees, highly experienced negotiatiors, showed to be proud to not be easily or at all searchable by google, whereas others, although not being among those interviewed by the researcher, showed to apply the bad practice of inviting the contacts of their contacts to make part of their business-oriented social networking without previously mentioning this to their contacts, and risking to suffer the consequences of their actions. This made the researcher note that self-confident negotiators with vast experience and being well known in the business sector, did not really need an "on-line presentation card" in order to generate trust in their counterparts, partners or stakeholders about themselves or about the business opportunities that they present. On the other hand, the researcher could also note how some unexperienced or less experienced individuals tried to give a "better" professional image by trying to impress counterparts or collaborators by showing a great number of contacts, even if this meant that they needed to employ tactics that they generally would not apply in their “off-line” professional life. This made the autor wonder how true and how business generating is the self-constructed image that some individuals show in the business-oriented social networking sites.

Next section shows the relation between time and successful negotiation.

3.1.2.5 Relation time and most economically successful negotiation

De Dreu (2003) considers that “limited time may be one of the key enemies of integrative negotiation”. According to him, “an important reason for reliance on cognitive heuristics and erroneous reasoning in negotiation may be the limited time individuals have to negotiate a mutually beneficial, integrative agreement. When there are few time constraints individuals could elaborate upon the issues in the negotiation, pursue new alternatives extensively, screen possibilities for agreement systematically, verify their judgments before acting upon them, and seek advice and support when their cognitive capacities appear too limited to deal with the complexities of the situation”.
Data analysis shows that the time needed in order to conduct a negotiation to a successful end diverges among the interviewees. For them, the average time depends on the deal and on the parties involved. This may be clearly observed in the two illustrations below:

Q.Having in mind the most successful negotiations that you have participated in, from an economic perspective, what was the average time spent to conclude the deals?
“It´s hard to say, because sometimes you are engaged in some email exchanges, you know, and so on before, and then…"Can we meet next week? No, next week I am not here, and so we meet in two weeks, and so on". You know…, so sometimes, just the time that passes between emails and physical meetings. But if you mean physical meetings, past emails and so on, when you actually meet someone, the most successful one I had was in the same meeting. One meeting, after a one-hour talk, and with a handshake, with no lawyers, without accountants, just a handshake after one hour, or even less... And of all places in the world it happened in the World Trade Center in Barcelona. Which is the place ... right here, yeah... And it was ten years ago… (laughing)…eleven years ago”. **(Interv5, businessman)**
“There is no average time what so ever in what I´ve done. I have had desperate customers that were signing contracts within 24 hours, giving tremendous retainers that are in line with what big corporations would ask, and with small companies. And I had negotiations that took forever, where we were crunching and crunching numbers and it took a very, very long time to get

something going, so there is no average time whatsoever, it all comes down to what is at stake". **(Interv4, businessman)**

The work of Schlie and Young (2008) explores the metaphor of the dance arguing that "both the content and the process of negotiation can change dramatically once we think of bargaining as an aesthetic activity that can provide intrinsic joy as well as extrinsic benefits". They claim, "such a "dance" provides plenty of room for competition as well as cooperation, as movements can be spirited and confrontational as well as smooth and harmonious". They "identify many forms of dance that can occur within negotiation and explore three: the dance of positioning, where passions and sentations interact proudly; the dance of empathy, when the partners come to better understand each other; and the dance of concessions, where the deal is struck and the music concludes". For them, "*Capoeiristas* as negotiators explore every angle of the deal; they carefully absorb the various moves, signals, and tactics of their counterparts, all without ever committing to any concessions on their side. The purpose is not to win but to understand, while exploring the positions and interests, strengths, and weaknesses of the other party". The way these factors are interconnected may speed or hinder the negotiation process.
According to this view, another factor considered to be important was to time the deal, as pointed out by a young businessman as follows:

"I think… it depends on the deal and what type of business you are doing…and…yeah…but it's…in my view…I mean…I think it's…always important to time the business…time the deal…in order to reach the point view…" **(Interv9, businessman)**

Table 33 offers the interviewees' different opinions in detail.

Table 33. The Subtleties of Time in Negotiations

Most economically successful negotiation	**Having in mind the most successful negotiations that you have participated in, from an economic perspective, what was the average time spent to conclude the deals? (Illustration)**
Average time	*"About 2-3 months".* **(Interv15, businessman)**
	"A time frame can not be established. Every negotiation is different". **(Interv10, businessman)**
	"There is no average time what so ever in what I´ve done. I have had desperate customers that were signing contracts within 24 hours, giving tremendous retainers that are in line with what big corporations would ask, and with small companies. And I had negotiations that took forever, where we were crunching and crunching numbers and it took a very, very long time to get something going, so there is no average time whatsoever, it all comes down to what is at stake". **(Interv4, businessman)**
	"Again, because of the specific sector that I have come in, which is vehicle sales, as a fact, the largest transaction that we did it took me nine months to close the clients on that sale. It was slow, but it was also a very large sale, so I would say about six to nine months". **(Interv3, businesswoman)**
	"Every case is different, there is no standard". **(Interv11, businessman)**
	"We have never reached success in a negotiation relatively fast. We have had real estate operations that have lasted for a year or operations of financial character that have lasted three months. I would not be able to offer an average time, but if we focus on the financial operations, around 3-5 months". **(Interv16, businessman)**
	"15 days - 1 month". **(Interv13, businesswoman)**
	"Between 3 and 12 months". **(Interv14, businessman)**
	"Approximately an average of two weeks". **(Interv2, businesswoman)**
	"The best economic results I have always achieved within a very short time, and the average was around fifteen days, possibly due to the professionalism of all of the negotiators". **(Interv1, businessman)**
Depending on the deal and on the parties	*"It depends on the deal…but what I think that if the deal takes a long time…finally you will not do it…so normally you don't have to do it in one, two days…but don't have to do it in one year…the answer is something you must eh…take advantage of the moment and also it depends on the amount…and the important deal you are doing..."* **(Interv8, businessman)**
Important to time the deal	*"I think… it depends on the deal and what type of business you are doing…and…yeah…but it's…in my view…I mean…I think it's…always important to time the business…time the deal…in order to reach the point view…"* **(Interv9, businessman)**

Next section refers to key practices applied by business neotiators.

3.1.2.6 Reference practices applied by negotiators to foster business relations and potential deals

In their study, Rego et al. (2011) "suggest that fostering organizational virtuousness (e.g., through honesty, interpersonal respect, and compassion; combining high standards of performance with a culture of forgiveness and learning from mistakes) improves employees' affective well-being and promotes a more committed workforce". Carmeli (2003) asserts that "…researchers and practitioners recognize the importance of both cognitive and emotional intelligences for gaining success" (p.791), and Elfenbein et al. (2007) claim that "individuals high in emotion recognition skill presumably are more accurate in obtaining information about other people's internal states, and they can use this information to navigate their social worlds" (p.206).

Data vividly shows this in practice. When asked about the the practices used in order to conduct a negotiation to a successful end, interviewees' answers were related to "*have collaborators who deserve confidence", "focus attention on body language", "knowing well what the other party expects*", "*establish eye contact", "vet deals before presenting them to potential investors", "not try to circumvent*", among others, as may me observed below:

Q.Could you mention some practices that you use in order to conduct a negotiation to a successful end?

"The most important one is to be surrounded by colaborators who deserve my confidence". **(Interv16, businessman)**

"Focus the attention on the person´s body language, try to establish a friendly atmosphere, and try to have a B plan if the first option that I have as an objective fails". **(Interv14, businessman)**

"Knowing very well what the other part expects from this negotiation process and its protagonists. Settle my own objectives and adjusting them according to how the process is progressing. (Having various posible scenarios with actions to resolve in each case)." **(Interv13, businesswoman)**

"…To really look at people in the eyes, to appreciate and to respect them, …" **(Interv5, businessman)**

"…I make sure to make eye contact with all of them, but when I make my main points, I will be looking directly at the decision maker…" **(Interv3, businesswoman)**

"…sends me too much information, it requires too much of my time and I know that most of what he sends me is not interesting for me, then even if one in a hundred is going to be a good proposition, I still don´t want. I give up on this one, because he makes me work too hard for this one good opportunity,..." **(Interv5, businessman)**

"…As soon as I witness any circumvention, or potential circumvention, as soon as I witness any situation where some crucial information has been hidden from me, that is a cause of rejection to continuing the relation…". **(Interv4, businessman)**

Furthermore, when asked if mistakes shoud be forgiven, interviewees were inclined to accept them when they were acknowledged and corrected, although some also referred to that it would depend on the error and its consequences, as may be observed below:

Q. Do you consider that during the negotiation process mistakes should be forgiven, when they are acknowledged and corrected?

"Yes, sure, perfectly. We are all learning, nobody is perfect, I make mistakes and I accept for the people around me to make mistakes, and I think it is a really good team, when one of those

*mistakes was made that the other team members can say "Wow, I think that was a mistake, I think we need to fix it". And that´s when the other team members can come in and redirect the course of the negotiation in the right direction. That´s what´s I think team working is, it´s do together the thing. Of course, if somebody makes all the mistakes, all the time, then that person can no longer be a part of the team, it´s got to be even. But, yes, I absolutely think so***". (Interv3, businesswoman)**

"Yes, without a doubt". **(Interv12, businessman)**

"*They may be pardoned, depending on their importance, but they should be closely monitored because they could influence the other part in a negative way".* **(Interv13, businesswoman)**

"There are mistakes and mistakes; almost all of them may be pardoned when there is regret and recognition of the error". **(Interv10, businessman)**

"Depending on the error and the consecuences". **(Interv16, businessman)**

Table 34 shows the key practices, interconnectedness and illustrations highlighted by the interviewees that were associated to negotiation success. These are: *forgiving mistakes when acknowledged and recognized* as mentioned before, the ability to recognize emotions/mood in order to help the negotiation process, the subtleties to have in account when focusing the attention during a TTM (Top Table Meeting), what may lead to a bad reputation and consequently to a short business life and what helps to build a good reputation, how an ethical behavior may lead to a loyal business relationship, the ability to accept negative feedback, the relation between achieving success on a negotiation and the feeling of being taken advantage of, the relation between obtaining success on a negotiation and feeling professionaly disrespected, the factors involving copying and being copied in e-mails during the negotiation process as a sign of transparence, gratitude or integrity, the possibility of others taking credit for one's work and how to avoid it, and the subtleties involving having one's contributions appreciated or not.

Table 34. Reference practices in Negotiations

Practices	Could you mention some practices that you use in order to conduct a negotiation to a successful end? (Illustration)
Have collaborators who deserve confidence	*"The most important one is to be surrounded by colaborators who deserve my confidence".* **(Interv16, businessman)**
Try to establish a friendly atmosphere	*"Focus the attention on the person´s body language, try to establish a friendly atmosphere, and try to have a plan B if the first option that I have as an objective fails".* **(Interv14, businessman)**
Focus attention on body language	*"Focus the attention on the person´s body language, try to establish a friendly atmosphere, and try to have a B plan if the first option that I have as an objective fails".* **(Interv14, businessman)**
Having solution scenarios for each case	*"Knowing very well what the other part expects from this negotiation process and its protagonists. Settle my own objectives and adjusting them according to how the process is progressing. (Having various posible scenarios with actions to resolve in each case)."* **(Interv13, businesswoman)**
Settle own objectives and be able to adjust them when need	*"Knowing very well what the other part expects from this negotiation process and its protagonists. Settle my own objectives and adjusting them according to how the process is progressing. (Having various posible scenarios with actions to resolve in each case.)"* **(Interv13, businesswoman)**
Be ethically responsible	"*Respectful, honest and ethically responsible. With resources and character to turn around unfavourable situations. Empathic, persistent, capable of understanding the other, and convince".* **(Interv13, businesswoman)**
Capacity to overcome and revert unfavourable situations	*"Respectful, honest and ethically responsable. With resources and character to turn around unfavourable situations. Empathic, persistent, capable of understanding the other, and convince".* **(Interv13, businesswoman)**
Complicity	*"Teamwork, making them part of the whole process, transparency and complicity from both sides".* **(Interv12, businessman)**
Teamwork	*"Teamwork, making them part of the whole process, transparency and complicity from both sides".* **(Interv12, businessman)**
Be transparent	*"Teamwork, making them part of the whole process, transparency and complicity from both sides".* **(Interv12, businessman)**
Knowledgeable about the negotiation's object	*"Flexibility, knowing how to listen, and having knowledge about the object of the negotiation".* **(Interv12, businessman)**
Be loyal	*"I believe that with all what has been mentioned before, it is quite clear, honesty, loyalty, clarity and respect".* **(Interv10, businessman)**
Be clear	*"I believe that with all what has been mentioned before, it is quite clear, honesty, loyalty, clarity and respect".* **(Interv10, businessman)**
Be honest	*"I believe that with all what has been mentioned before, it is quite clear, honesty, loyalty, clarity and respect".* **(Interv10, businessman)**
	"*Respectful, honest and ethically responsable. With resources and character to turn around unfavourable situations. Empathic, persistent, capable of understanding the other, and convince".* **(Interv13, businesswoman)**
Focus on a win-win approach	*"Well, the English, that have expressions for everything, say that you have to build a win-win relation, no? That everybody wins".* **(Interv6, businessman)**
Not be just self benefit centered	*"I understand that business is only possible to move forward in time if it's accepted that it should be beneficial for everybody, that everybody is appreciated, and that you shouldn´t just worry about your own benefit, but also about the benefit and the success of the others".* **(Interv6, businessman)**
Listen to the people	*"…You always have to try that the person in front of you in this negotiation feels listened to, respected…"* **(Interv6, businessman)**
	"Flexibility, knowing how to listen, and having knowledge about the object of the negotiation". **(Interv12, businessman)**
Be flexible to change own opinion	*"…Even if you don´t think that they are right about everything, even if you let them change your opinion slightly towards something that you don´t want to do, but you gain on the other side, you gain loyalty and so on, then it´s a good deal, yes."* **(Interv5, businessman)**

		"Flexibility, knowing how to listen, and having knowledge about the object of the negotiation". **(Interv12, businessman)**
	Be open to other's opinion	*"…if you start a negotiation or … or you are taking part in a conversation, you try that this person also is a little open and I believe that if there is confidence, I believe that if there is confidence it is the basis of any negotiation…"* **(Interv7, businesswoman)**
	Try to understand people	*"Knowing very well what the other part expects from this negotiation process and its protagonists. Settle my own objectives and adjusting them according to how the process is progressing. (Having various posible scenarios with actions to resolve in each case.)"* **(Interv13, businesswoman)**
	Appreciate people	*"I understand that business is only possible to move forward in time if it's accepted that it should be beneficial for everybody, that everybody is appreciated, and that you shouldn´t just worry about your own benefit, but also about the benefit and the success of the others".* **(Interv6, businessman)**
	Respect people	*"I believe that with all what has been mentioned before, it is quite clear, honesty, loyalty, clarity and respect".* **(Interv10, businessman)**
	Be aware that juniors may be important in the decision process	*"…a junior sometimes has a lot of power over the decision maker. Because he is the person that is trusted by the decision maker to do the due diligence work, and so on…"* **(Interv5, businessman)**
	Adress seniors and juniors	*"…Even if you are in a room with senior and junior, address the junior also. Because a company is an organization..."* **(Interv5, businessman)**
	Evoke emotion/ empathy	*"Empathy, to evoke emotion".* **(Interv5, businessman)**
	Establish eye contact	*"…To really look at people in the eyes, to appreciate and to respect them, …"* **(Interv5, businessman)**
		"…I make sure to make eye contact with all of them, but when I make my main points, I will be looking directly at the decision maker…" **(Interv3, businesswoman)**
	Vet potential deals before proposing to potential investors	*"…sends me too much information, it requires too much of my time and I know that most of what he sends me is not interesting for me, then even if one in a hundred is going to be a good proposition, I still don´t want. I give up on this one, because he makes me work too hard for this one good opportunity,..."* **(Interv5, businessman)**
	Be only focused on taking advantage may cause equal reaction	*"…And, so, one of the reasons that would have motivated me to stop any negotiation because I would be taken advantage of, these days is being turned around in situations where: "Wait a minute, now I am going to take advantage of you and you are not even gonna realize it." So, it is more like what one could consider a dishonest reaction but it is a reaction where if there is room for an opportunity to close the deal anyway, and feel even better about it, I will do it. Sorry to say that".* **(Interv4, businessman)**
	Ability to detect behavior testing traps	*"…And after that, of course, it totally turned around. Without me revealing that there was a personal interest to the prospect, the prospect turned around and said, listen, I was just trying to test you out. And more respect had been created afterwards in the meeting. And it happened several times in my career where I was really ready to walk out, out of this prospect, and people were testing me…"* **(Interv4, businessman)**
	Capacity to overcome pressure	*"…And I have mentioned it in previous answers, the russians were extremely good at that, they wold test you out, or drag on and on and on for hours to see how much pressure you could resist. And it was more a game than trying to achieve something. It was testing other people. So I´ve had it many times, yes".* **(Interv4, businessman)**
	Do not circumvent	*"…As soon as I witness any circumvention, or potential circumvention, as soon as I witness any situation where some crucial information has been hidden from me, that is a cause of rejection to continuing the relation…"* **(Interv4, businessman)**
	Explain why make contributions and the goal of the contribution	*"…It is therefore important in any negotiation to make very clear why we make contributions and what the goal of the contribution is".* **(Interv4, businessman)**
	Avoid miscommunication	*"…The reason we have negotiations fail, is because of miscommunication…"* **(Interv4, businessman)**

	Find a common ground	*"Well, I think that the negotiation process is a process where different parties have to start with different opinions, or similar opinions, but most of the time different opinions, and then try to find some common ground. So, in order to move towards a common ground, each party will have to compromise, and give up something. And in order to be motivated to give up something, a degree of confidence has to be established between the negotiating parties…"* **(Interv4, businessman)**
		"Knowing very well what the other part expects from this negotiation process and its protagonists. Settle my own objectives and adjusting them according to how the process is progressing. (Having various posible scenarios with actions to resolve in each case.)" **(Interv13, businesswoman)**
	Updates/ Trust	*"…in summary: It really would be when I feel that I can´t trust, which again goes back to what I said earlier: If I don´t get enough details, if I´m not updated, If I feel in any way that I am being kept in the dark about any part of the transaction, to me it´s not interesting anymore".* **(Interv3, businesswoman)**
	Gut instinct	*"…but I mean there is also a level of just personal gut instinct. There are some people that I feel immediately that I can trust, and there are some people I find a little bit harder with, perhaps it can be differences in style that I am trying to avoid if it´s affecting me…"* **(Interv3, businesswoman)**
	More information/ Better decisions	*"Most of the time the knowledge of each side is totally different from one another. And if one party had more elements to start the negotiation, we would have less miscommunication. The reason we have negotiations fail, is because of miscommunication…"* **(Interv4, businessman)**
		"…If I haven´t got the full amount of information I can´t properly analyze a project or a situation, and then I also cannot make the best decisions…" **(Interv3, businesswoman)**
	Be direct	*"Yes, with me, it´s my directness. I am always very, very direct, I go over the steps three or four times. For example when we are at a certain point, let´s say we are in a conference call with the client, it´s been a one hour conference call, a lot of the time, people would be pushing to end the call. I wouldn´t do that, I will go through it again and again and again the main points, so the conclusion of this call is that we are going to do A, B, C and D. And if such happens than such happens, then we change that to points one, two, three, and four. I think it is very important always to make sure that everybody absolutely understands what point we are at, what decisions have been made, there has to be clarity. There has to be clarity every step of the way".* **(Interv3, businesswoman)**
	Forgive mistakes when acknowledged and recognized	**Q. Do you consider that during the negotiation process mistakes should be forgiven, when they are acknowledged and corrected? (Illustration)**
		"Yes, of course". **(Interv2, businesswoman)**
		"Yes, it´s like that". **(Interv1, businessman)**
		"There are mistakes and mistakes; almost all of them may be pardoned when there is regret and recognition of the error". **(Interv10, businessman)**
	One must be flexible	*"Of course, you have to be flexible".* **(Interv14, businessman)**
	Be aware to not influence the other part in a negative way	*"They may be pardoned, depending on their importance, but they should be closely monitored because they could influence the other part in a negative way".* **(Interv13, businesswoman)**
	Depending on the importance	*"Depending on the error and the consecuences".* **(Interv16, businessman)**
	Teamwork	*"…I think it is a really good team, when one of those mistakes was made that the other team members can say "Wow, I think that was a mistake, I think we need to fix it". And that´s when the other team members can come in and redirect the course of the negotiation in the right direction. That´s what´s I think teamwork is, it´s do together the thing…"* **(Interv3, businesswoman)**
	Being convinced and convincing about the project/ self-confident	*"Yes, basically in convincing, being convinced that the project behind this and achieving the success based on demonstrating the previous comparisons that they recognized as successes, then I convinced them that together we could also bring this project to a successful end".* **(Interv1, businessman)**
		"Yes, above all my self-confidence and the total belief that I have of defending this, this product that I am trying to get to good terms with the negotiator about, selling it, sharing it or whatever, in the moment of the negotiation". **(Interv2, businesswoman)**

Ability to recognize emotions/ mood		**Q. Do you consider that the ability of recognizing others emotions is a strategic element in which concerns to negotiation capability? (Illustration)**
		"Absolutely". **(Interv15, businessman)**
		"Very much". ***(Interv11, businessman)***
		"Yes". **(Interv12, businessman)**
		"One of the important ones". **(Interv13, businesswoman)**
		"It is fundamental". **(Interv14, businessman)**
		"Yes, but we don´t all have that capacity". **(Interv10, businessman)**
		"All of the information that you can access and process about the other participants in a negotiation counts". **(Interv16, businessman)**
		"Yes, I consider it to be a basic thing, being able to understand the, the.. let´s call it "the opponent". **(Interv2, businesswoman)**
		"I think it is necessary to be correct and tolerate, and also try to understand, because this person could be under much pressure to meet his objective, so this is the way to recognize this, it´s human". **(Interv1, businessman)**
	To put oneself in other person's place	*"I believe it´s a plus. Not everybody has the capacity, no? And not just to recognize, but to put oneself in the other person´s place. Well, it´s an excercise, to me it´s an exercise..."* **(Interv7, businesswoman)**
Focus of attention during a TTM		**Q. During a TTM (*Top Table Meeting*), do you consider that everybody who is present plays an important role in the negotiation process or do you use to focus your attention on who you consider to be the decision maker? (Illustration)**
		"Well first I focus on the people that have the power of decision, but you should not forget the rest. The other persons also should influence eh, in the aspect that they too will be consulted, and they too are respected". **(Interv1, businessman)**
		"No, I focus on everybody; because everybody brings their grain of sand that may eh, make the scales tip for the decision in a good negotiation". **(Interv2, businesswoman)**
	Convince the majority	*"It may be an error to just focus on the one making the decisions. Convincing the majority gives a better guarantee for success".* **(Interv14, businessman)**
	Analyze all participants/ Focus on one or more	*"We all have a position at the gaming table, but there is always someone who makes the decisions. And that is why that once we have analyzed the players, we should direct the more concrete points towards one or more of them".* **(Interv10, businessman)**
	Try that all participants feel appreciated	*"They all play important roles and you shouldn´t forget anyone, but you should focus somewhat more in who makes the decisions, to "close" in the negotiation".* **(Interv13, businesswoman)**
	Focus on who talks to you	*"My focus is on whoever is talking to me. The secretary will talk to me, I will talk to the secretary. I always talk to the people who talk to me, if the most important decision maker is in the room, and one of his employees, even if it´s his secretary, if one of his employees is asking me a question, the important thing is that he is there to hear that I have an answer, and that I address his employees, and so on. So even if I put my focus on his employees, it is still something that he sees and he hears and so on, so. I give the focus to whoever is talking to me".* **(Interv5, businessman)**
	Man	*"…as being a woman working in Spain, I have had a lot of situations where I have sat down at meetings and literally, the other person who we had gone to see, which is the client, and I am the owner, they have not looked me in the face, they have literally just looked at my employee, who is the director of sales, and they would just look at him, and not look at me…"* **(Interv3, businesswoman)**
	Woman	*"…So I am consistently careful when there is a woman in the meeting, I make an absolute point of including that woman very much in day, that probably because of the specifics with me working in Spain, which is still a quite sexist country to work in".* **(Interv3, businesswoman)**
Bad reputation		**Q. Do you consider that it is equally fast to build a solid reputation as to spread a bad one? (Illustration)**
		"Obviously not". **(Interv15, businessman)**
		"No, no, of course not. Eh...who was…, I think it was Churchill, if I am not mistaken, who said that "a lie can get halfway around the world before the truth has time to pick up its pants". Of course, a bad reputation is faster than

		anything". **(Interv5, businessman)**
		"No. Building a reputation is a long and continuous work. Spreading a bad one takes but a moment, and it costs a lot to recuperate the credibility". **(Interv10, businessman)**
	Talk bad about others prejudicates oneself	*"Besides, I am of those that believe that when someone talks bad about a third person, he is saying more about himself than about the other one".* **(Interv6, businessman)**
	Internet accessibility	*"…Especially today when there is internet and it is very easy for people to slander you, to - you know - to put online bad references about you…"* **(Interv5, businessman)**
	Short business life	*"…the problem with not being honest is not because of the moral of the business, it's just, it is just because it is not a good business to not be moral, because your life is going to be... your business life, is going to be very short. It is very easy to lose credibility, to lose reputation…"* **(Interv5, businessman)**
Good reputation		**Q. Do you consider that it is equally fast to build a solid reputation as to spread a bad one? (Illustration)**
	Business world is "small"	*"Constructing a solid reputation takes years of work, in which you have to maintain your values and act with the best ethics, moral, rigor and professionality. It only takes a small failure in this values, in a world that in terms of business is very small, to lose all that you have worked for in an instant".* **(Interv16, businessman)**
	Name	*"…If someone has one deal in his life, you have one opportunity, one shot in life, one opportunity, and you are not being completely moral about it, you can probably succeed. Because you don´t care about the future and about your name, you just want to get one deal. If your plan is long-term, and want to go on for many years and many countries and many areas, and have many meetings and so on, you must build a reputation. You must be moralistic…"* **(Interv5, businessman)**
	Takes time	*"No, it takes a lot of effort to build it, and it can be lost in seconds".* **(Interv13, businesswoman)**
		"Constructing a solid reputation takes years of work, in which you have to maintain your values and act with the best ethics, moral, rigor and professionality. It only takes a small failure in this values, in a world that in terms of business is very small, to lose all that you have worked for in an instant". **(Interv16, businessman)**
Relation ethical behavior/ business loyal relationship		**Q. Do you consider that demonstrating fairness attitude, treating with courtesy, behaving ethically and showing sensitivity to the other´s feelings lead to a loyal relationship in business? (Illustration)**
		"As earlier stated, these are some of the most important basic ingredients in any relationship, professional or business". **(Interv15, businessman)**
		"Absolutely". **(Interv13, businesswoman)**
		"Of course, they are basic and fundamental". **(Interv1, businessman)**
	Management style	*"Yes, I very much think so, in fact I think it´s absolutely essential. I understand that this is probably a relatively new management style, I don´t believe in a hierarchical management style at all, I believe much more in that everybody is valued as a person and as an individual. What role they really carry out should have no bearing on how much they are respected as a person, as long as that is done with good intentions, hard work, directness and honesty, then that is fine. So I think it is very important to treat people with a lot of respect, for the person that they are".* **(Interv3, businesswoman)**
	With limits	*"…I think is important as in the other question but also with limits, because if you show lots of this attitude at the end it will seem that you are stupid…"* **(Interv8, businessman)**
		"I think is important as in the other question but also with limits, because if you show lots of this attitude at the end it will seem that you are stupid…" **(Interv10, businessman)**
	Different background of education	*"All this leads to a loyalty in business, it is also related to the education of people, and I have met very successful people in business who didn´t have the similar education as a traditional European education or other education, and so I have also learned to forgive some people that didn´t even have had the education to come forward with what I consider qualities that you put as words in*

			your question. From my European background education, it is very important. But I have seen in the United States situations where it´s irrelevant. That does´t diminish my appreciation. But I have learned to make abstraction of it, in the negotiation. Which means that I am disappointed, in the attitude but I have learned to pay less attention to it". **(Interv4, businessman)**
		Fairness attitude	*"I understand that business is only possible to move forward in time if it's accepted that it should be beneficial for everybody, that everybody is appreciated, and that you shouldn´t just worry about your own benefit, but also about the benefit and the success of the others."* **(Interv6, businessman)**
		Treat with courtesy	*"…From my European background education, it is very important. But I have seen in the United States situations where it´s irrelevant. That does´t diminish my appreciation. But I have learned to make abstraction of it, in the negotiation. Which means that I am disappointed, in the attitude but I have learned to pay less attention to it".* **(Interv4, businessman)**
		Be sensitive to other people's feelings	*"…I believe that if you are in contact with people that are conflictive or that they don´t eh…, well, that they don´t have the same principles as you, no? If the order of these principles is not more or less according to the philosophy, or according to the people that you are dealing with, well, I believe that the negotiation will terminate rapidly. Well, that´s what I think".* **(Interv7, businesswoman)**
	Ability to accept negative feedback		**Q. Do you consider that the ability to accept negative feedback during the negotiation process is an added value? (Illustration)**
			"Yes, that is an indication of mental strength". **(Interv14, businessman)**
			"It is necessary to learn to listen, you can always learn something, inclusive from negative comments". **(Interv11, businessman)**
		Constructive negative feedback	*"If the negative feedback is not there to destroy you but is brought up as constructive negative feedback, obviously it is positive. I´ve had negative feedback that really sounded as destroying feedback, and I learned to even thank people for their remarks as they did very well, because it always makes one think".* **(Interv4, businessman)**
			"Negative comments as a form of constructive criticism can create an added value in a negotiation, and as such it is important to accept them". **(Interv16, businessman)**
		Destructive negative feedback	*"If the negative feedback is not there to destroy you but is brought up as constructive negative feedback, obviously it is positive…".* **(Interv4, businessman)**
		Relation negative feedback/ success opportunity	*"…And it is very, very bad, I believe, to have an epidermic - like we say reaction, an immediate reaction as trying to defend one self, on the contrary. I have learned to turn every criticism into an opportunity to build up something else. And if I found out that it can seriously stabilize the other negotiating party if you take it well. It can then really be turned into a weapon".* **(Interv4, businessman)**
	Success on negotiation and being taken advantage of		**Q. Have you ever been successful in a negotiation where you had the feeling of being taken advantage of? (Illustration)**
			"Yes". **(Interv11, businessman)**
			"This too. The sensation of being at disadvantage makes us see and think about aspects that we would never see otherwise". **(Interv10, businessman)**
		Rel. being taken advantage/ bad experience/bad memory/bad deal	*"…I don´t care if I made money, if somebody took advantage of me then it was still a bad negotiation and a bad experience and a bad memory, and I don´t want to work with him again, because money is not the most important thing in the world..."* **(Interv5, businessman)**
	Success on negotiation and being professionaly disrespected		**Q. Have you ever been in a negotiation where you had the feeling of being professionally disrespected? (Illustration)**
			"No." **(Interv14, businessman)**
			"Yes." **(Interv12, businessman)**
			"No". **(Interv13, businessman)**
			"Yes. Luckily, time puts us all in the place we deserve". **(Interv10, businessman)**
			"Sometimes, but rarely". **(Interv11, businessman)**
			"yeah…yeah…well…I don't think so…I don't hope so...yeah…so..." **(Interv9,**

				businessman)
				"Not yet…and I hope not to be like that in anytime..." **(Interv8, businessman)**
		Stop the negotiation		*"I particularly have never found myself in a negotiation where from the beginning, you know… it´s that even I don't sit...if I have this perception already from before, it´s that I no longer, I no longer find any meaning in the negotiation…"* **(Interv7, businesswoman)**
		Reverse effect		*"…What is really true is that in many circumstances, the fact that others despise you, allows you a bigger space in which to act, because since they are not appreciating you in all your full capacity, in a given moment you can turn that supposed weakness to your favor and take advantage of it, and this is how I would see it…."* **(Interv6, businessman)**
		Disregard people		*"…if you are in enough meetings, you know... there are statistics. And you meet a lot of people with a lot of characters. There are some people that in their character is to make other people feel small. And so on, because it is their character. This is how they feel themselves big, by making the other people small and so on. It´s just... again, I regard it as something funny. Because it tells about the person in front of you, and doesn´t say anything about you. But it happened to me, yes, a few times, and it´s always made me laugh, not only made me laugh, always those projects, of course, I never, I didn´t do those projects, those projects never succeeded, to those people. So there was always also pleasure of seeing that I was right and they were wrong…."* **(Interv5, businessman)**
		More years of experience/ bigger probability		*"…For sure. Not a lot, by the way, it´s not most of the meetings, it´s the minority, but, you meet everything. Basically, if the question you would ask would be "did you ever meet this kind of person, the answer would be yes, I met this kind of person, why, because I am 27 years in meetings all the time. So I meet everybody…"* ***(Interv5, businessman)***
	Sign of gratitude or integrity cc mails during negotiation			**Q. Do you consider a sign of gratitude or integrity, to be kept updated, or update, to be cc ed in mails, or add an email copy to your collaborators or partners during the negotiation process where you are helping or being helped, in order for the deal to go through? (Illustration)**
				"yes." **(Interv11, businessman)**
				"No to the first part, and no to the second". **(Interv12, businessman)**
				"Yes, I consider that it is basic, given that exactly this we achieve, eh, being grateful and trustworthy in this type of negotiations". **(Interv2, businesswoman)**
				"Of course it is necessary, and further, it is indispensable both between people internally in a company as well as outwards, and that everybody really are agreeing on specific changes of direction in the negotiation, it´s indispensable". **(Interv1, businessman)**
		Copy mails/ update		*"I think its is absolutely essential for everybody who is involved in such a transaction, to be bcc´ing or ccc´ing each other on that transaction. I very much believe in communication, I very much believe in being updated even if it`s sometimes for fun. Because normally, there is a number of people working on the project and quite frankly, it tells of respect, if somebody is working with you on a project they should always be updated with everything that happens, how much detail the people get in touch by reading the emails that are going forward and backward is almost irrelevant. It needs to be there as a reference, and you certainly need to update people that you are working with on every step. In fact, not doing so I find disrespectful and almost disloyal".* **(Interv3, businesswoman)**
			Transparency helps to achieve results	*"Yes it is, and many times it is necessary for the negotiation to close favorably".* **(Interv13, businesswoman)**
				"It is a sign of integrity and transparency. This helps a lot to make the negotiation successful". **(Interv14, businessman)**
				"I consider it a sign of transparency, as well as being a responsibility". **(Interv16, businessman)**
				"*Without a doubt. The transparency favors the success of a negotiation and shortens the time frame for achieving the objective".* **(Interv10, businessman)**
				"I see it mostly as a measure of transparency, and yes, building trust always is helpful in getting a deal through". **(Interv15, businessman)**
			Send if there is confidence/not take	*"I think it's important that you should know…who you are up to send the e-mail…who…because sometimes you do not have enough confidence with*

			credit/ bypass	*somebody and he can take your credit as in the question before…from the work you're doing…so, I think it is very important in my case if somebody is doing business with me, I present him some people and he is not sending me the e-mail and is sending to the other…I can think if I don't have the confidence…I can think that he is trying to…to pass over me…so sometimes I think it is important to do."* **(Interv8, businessman)**
			Saves time in updating	*"Yes, not only it is a symbol of confidence or no confidence, but it also saves time, because it means that, eh, a bigger number of people are informed about all the subjects. It isn´t necessary to be calling, it isn´t necessary to be constantly present on those subjects".* **(Interv6, businessman)**
				"It can contribute to facilitate the process, keeping all the parties in a negotiation informed about the changes or progresses in a negotiation, but the success depends on other factors". **(Interv16, businessman)**
			Symbol of confidence	*"Yes, I think it is very important. It is very important because keeping in contact with both persons, eh, is also a symbol of confidence, no? And so that this could, could end well".* **(Interv7, businesswoman)**
			Sign of Fairness/ Professionalism/ Seriousness/ Courtesy	*"Maybe, maybe professionalism? Professionalism, fairness. If I open the door to somebody or if somebody else open the door for me, and they keep me in the process, it can be professionalism, it can be courtesy, it can be seriousness, it can be... shows that you are honest, it is gratitude also, yes. I think it is gratitude also. I don´t think it's the first consideration. I think, the biggest consideration is fairness. To show that you are with good intentions, and - fairness. A gentleman. It´s a gentleman´s thing to do. Even if you are a woman though (laughing).* **(Interv5, businessman)**
			More years of business experience (Illustrations)	*"Well I went through an evolution at the perception of this concept. At the beginning, and when I was younger, I felt very offended if I was not being kept in the loop. And I felt that I was the only one having strong reactions when people didn´t keep me in the loop. And I realized that it had more to do with me some times being a control freak and trying to be in control of everything. The older I get, the more I realize that it is important to be kept in the loop only for the important aspects of the negotiation. Because being kept in the loop for details that are irrelevant, is not that important anymore. People have more and more to do during the day, they are under more and more pressure, and I happen to even dismiss updates where there is no contribution, but it´s just purely informative. I am more looking for updates that are really constructive and really add something, and that are necessary for me even so that I could make a contribution myself, or that are at a strategic decision point where an avenue, or a choice of avenues to go forward has to be taken. Otherwise it is a waste of time".* **(Interv4, businessman)**
				***"…**it doesn´t need to be - by the way - sending the copies of the emails to each other, you know and so on, I don´t care if I open the door to somebody and he doesn´t send me emails about everything that happens, but still I have trust in that person, I don´t need to be, I am not his teacher, that he needs to send me everything and so on and "don´t forget to include me" it´s not my ego - in the process. If I have made an introduction to you, and after I have made the introduction to you I am not needed, you don´t need to contact me and so on. But I need to have this trust, that you are going to contact me when there is a deal, and that you are going to compensate me in what - at least what you think - is fair, not what I think is fair…"* **(Interv5, businessman)**
			Less years of business experience (Illustrations)	*"Eh, yeah…in my opinion it is very important also…once we haven't (incomprehensible) looked in the business, I mean eh…yeah…I would say…we are just going or about starting the business it's all right but…once we have gone into the business, no…I think it should be clear…then…everyone should be cc-ed…and yeah…"* **(Interv9, businessman)**
				"I think it's important that you should know…who you are up to send the e-mail…who…because sometimes you do not have enough confidence with somebody and he can take your credit as in the question before…from the work you're doing…so, I think it is very important in my case if somebody is doing business with me, I present him some people and he is not sending me the e-mail and is sending to the other…I can think if I don't have the confidence…I can think that he is trying to…to pass over me…so sometimes I think it is important to do." **(Interv8, businessman)**

	"I think its is absolutely essential for everybody who is involved in such a transaction, to be bcc´ing or ccc´ing each other on that transaction. I very much believe in communication, I very much believe in being updated even if it`s sometimes for fun. Because normally, there is a number of people working on the project and quite frankly, it tells of respect, if somebody is working with you on a project they should always be updated with everything that happens, how much detail the people get in touch by reading the emails that are going forward and backward is almost irrelevant. It needs to be there as a reference, and you certainly need to update people that you are working with on every step. In fact, not doing so I find disrespectful and almost disloyal". **(Interv3, businesswoman)**
Others took credit for your work	**Q. Have you ever seen yourself in a situation where others have tried to take the credit for the work that you have done? (Illustration)**
	"No". **(Interv15, businessman)**
	"Yes". **(Interv14, businessman)**
	"Yes". **(Interv13, businesswoman)**
	"Yes, at various times". **(Interv12, businessman)**
More probable at the beginning/ mid of professional career	*"Yes, in more ocasions than I would have liked, especially in the beginning and mid professional carreer".* **(Interv10, businessman)**
Entrepreneur/ employee positions	*"I think that the choices that I have made, career wise, have to a great extent done much to avoid those kind of situations. Because even when I was in the last year of the university I avoided any kind of recruitment from any large corporate. And the thought to me of working with a large team and a corporate company and having the typical rat-race which is a lot of competition, a lot of people fighting to be seen, so I was avoiding that, because wait, it´s not really my personality. So, to me, because what I have done is create my own company, work with partners and create my team of people. I don´t really think that the question applies so much to me, really, because I´ve been an entrepreneur. So I have been leading. And I don´t really, I have never had a project stolen from me, I´ve never had a partner be unfair to me, so no, I don´t feel like I have had that situation".* **(Interv3, businesswoman)**
	"I definitely have seen that situation. I have to say that, that situation has been much more prevalent in a traditional corporate environment, and big corporations. I happen to have worked for a big American corporation, based in 127 countries, and it is less likely to happen in an environment where you are a business owner and you talk to other business owners. So it is more specifically related to the corporate environment. And just as heard I think I came to a point of especially, being based in the US, where a lawyer is your insurance company, and the threat of taking legal action has always been a weapon in the United States, guarded against anyone taking your ideas and exploiting it…". **(Interv4, businessman)**
To be tough and act quick in order to avoid it	*"It happened a couple of times to me…but…yeah…I mean…the solution is to be tough…is get to create another plan quickly…and that…yeah…just to be quick and that, to go on…yeah".* **(Interv9, businessman)**
Make something different so the other cannot take credit	*"In my case not many times but sometimes I've been in this situation…but I think in this is situation what you should do is to get something different from the others taking your credit…I mean…if he has not the idea or the work you've doing…so, he doesn't know exactly…what this is about it…you must take something that makes different between what he's being telling and taking from you and what do you really can do".* **(Interv8, businessman)**
More working years/ more possibilities of happening	*"Yes, yes, because in this life, as the years go by, you constantly find yourself in new situations and every new situation is different, and it may happen…"* **(Interv6, businessman)**
Not a surprising factor	*"…But I have to say that it never... it is not a big upset, it´s a natural..., I think it´s a natural thing that people do. It´s easy to take credit for something that you don´t deserve".* **(Interv5, businessman)**
Patent	*"…In my line of work, sometimes, it is not simple to do it, because I am an inventor. So the patent is mine, and no one can say: "Oh, I invented this." No, I have a paper saying that I invented this. So. So the answer is .... it is not easy to do it to me, but I am convinced that it happened. I don´t even remember right now a specific example, but I am convinced…"* **(Interv5, businessman)**

	Contributions appreciated	**Q. Do you consider that all the partners or collaborators that you have gone through the negotiation process with, had their contributions appreciated?** **(Illustration)**
		"The answer is no. And the answer is very..., it´s obvious though. A negotiation process has always an element of timing, where each party wants to achieve something before the end of the session. Therefore, all basic elements of an equation cannot be explained at length to other parties. Most of the time the knowledge of each side is totally different from one another. And if one party had more elements to start the negotiation, we would have less miscommunication. The reason we have negotiations fail, is because of miscommunication. And therefore, sometimes, people are maybe being extremely valuable elements to a negotiation, and they are over listened, the other party don´t pay attention to them because they don´t necessarily consider them important, because they don´t know why it should be considered important. So, the perception and evaluation of contributions is relative to the person seeing it, and relative to the person interpreting it.And it is most of the time linked to miscommunication. It is therefore important in any negotiation to make very clear why we make contributions and what the goal of the contribution is". **(Interv4, businessman)**
		"Yes, for me the… almost 95%". **(Interv2, businesswoman)**
		"I believe that mainly yes". **(Interv1, businessman)**
	Some take credit for other's contribution to try to be the leader	*"Very often in the business world professionalism is recognized, and there is always someone wanting to be the leader and take the credit for the contributions of others".* **(Interv10, businessman)**
	Relation contributions appreciated/ deal closed	*"Well, in my opinion, the work of the other people is considered and appreciated if it's well done, I mean, a lot of people can say I've been working so many times trying to close this deal, trying to close the other things, but if at the end you are closing nothing, you have no sense…you have no, no, eh…value…so, you only have value if at the end it works."* **(Interv8, businessman)**
	Emotional Intelligence	*"…you always have to try that the person in front of you in this negotiation feels listened to, respected, and always try to take care of this very subjective concept that is emotional intelligence".* **(Interv6, businessman)**
	Collaborator/ helped to create a deal	*"…But the people that I worked with, then the answer would be yes, not only appreciated, but also befriended. And they don´t need to be the most senior. If I am working - If in the meeting there is a CEO, and there is a director, and the director is the one that I worked with to create the deal, but I just signed the deal with the CEO, then my respect and appreciation and friendship is to the director and not to the CEO. Because I feel much more close and connected, etc and so on, in the companies I am normally directed at the people I work with directly".* **(Interv5, businessman)**
	Foreigner	*"No, certainly not. I mean every chosen project is different, in my case, different projects that I have worked on it has been different people involved in the negotiations. But, no, I don´t think that everybody involved in the negotiations are valued the same. Even if I have a partner, for example, when I am working with that partner and the person we are dealing with, we will choose whether I will deal with that contact, or whether my partner will deal with that contact, so I think it is absolutely different values and different types of personalities that are very important. I myself when started working in Spain and that time back I was a foreigner, and I have worked in heavy industry. And I have been working with trucks, what I have been importing from Italy, in one case, for example. That means that I have been working very much in the male sector, which has been very difficult for me. Now, even now though I have a very direct and very clear way of working, that hasn´t necessarily matched how my clients have gone to work, in which case they have had to work with my partner instead of myself, because he is a man in his mid- 50s. So, it has been a little bit easier. So in those situations, I don´t think that my qualities have been valued correctly. But we could reverse it as well, we have been in situations where we have been talking to younger, more dynamic people, in which case I have taken the lead, and perhaps my partner will take a little bit more of a back seat. Not because he is not capable, but because him as an older man with a beard makes him come across as not quite as dynamic and fast as I do".* **(Interv3, businesswoman)**
	Male/ Female	*"…absolutely different values and different types of personalities that are very important. I myself when started working in Spain and that time back I was a*

			foreigner, and I have worked in heavy industry. And I have been working with trucks, what I have been importing from Italy, in one case, for example. That means that I have been working very much in the male sector, which has been very difficult for me. Now, even now though I have a very direct and very clear way of working, that hasn´t necessarily matched how my clients have gone to work, in which case they have had to work with my partner instead of myself, because he is a man in his mid- 50s. So, it has been a little bit easier. So in those situations, I don´t think that my qualities have been valued correctly…" **(Interv3, businesswoman)**

During the research period, the author could realize the importantance of all the aforementioned practices for negotiations, and two of them called the researcher's attention not just for helping the negotiation process to be easier but also for helping to foster long-term business relationships.

One of them is the ability of recognizing the mood and emotions of the parties involved in a negotiation and consequently being able to act properly according to that. For example, when the interviewees were asked if they considered the ability of recognizing others' emotions as a strategic element when it comes to negotiation capability, they answered that is an important factor although they called attention to the fact that not everybody has the same ability, as may be appreciated in the illustrations below:

Q. Do you consider that the ability of recognizing others emotions is a strategic element in which concerns to negotiation capability?

"Absolutely". **(Interv15, businessman)**

"Yes". **(Interv12, businessman)**

"One of the important ones". **(Interv13, businesswoman)**

"It is fundamental". **(Interv14, businessman)**

"Yes, but we don´t all have that capacity". **(Interv10, businessman)**

"All of the information that you can access and process about the other participants in a negotiation counts". **(Interv16, businessman)**

"Yes, I consider it to be a basic thing, being able to understand the, the…let´s call it "the opponent". **(Interv2, businesswoman)**

"I think it is necessary to be correct and tolerate, and also try to understand, because this person could be under much pressure to meet his objective, so this is the way to recognize this, it´s human". **(Interv1, businessman)**

"Very much". **(Interv11, businessman)**

"I believe it´s a plus. Not everybody has the capacity, no? And not just to recognize, but to put oneself in the other person´s place. Well, it´s an excercise, to me it´s an exercise..." **(Interv7, businesswoman)**

The other factor that called the researcher’s attention during the study was the need to keep collaborators updated during a negotiation in order to not cause frictions during the process and consequently a negative outcome or break of relations. Moreover, the researcher could note that the perception of being updated differs among the interviewees. For example, some consider this fact not to be fundamental to a successful deal or a sign of integrity. However, for a great part of the interviewees, to copy and be copied in the e-mails is essential if there is confidence among the parties involved during the negotiation, perceiving that as a sign of respect and transparency, and not doing so a sign of disloyalty or circumvention (see Table 36). Nevertheless, more experienced business negotiators perceive being informed about all the details through copy of e-mails as unnecessary or irrelevant, although they consider receiving updates as a sign of fairness, gratitude, seriousness, good intentions and professionalism. For them, it is much more important to be kept updated just about the important aspects of the negotiation and have the trust that in case the deal will succeed they are going to be remembered and compensated accordingly to the introductions they have done and/ or help they have offered during the process. The researcher could observe that experience and time constraint lead negotiators to be less demanding in receiving copy of e-mails. These different views may be clearly observed in the illustrations below:

“I think its is absolutely essential for everybody who is involved in such a transaction, to be bcc´ing or ccc´ing each other on that transaction. I very much believe in communication, I very much believe in being updated even if it`s sometimes for fun. Because normally, there is a number of people working on the project and quite frankly, it tells of respect, if somebody is working with you on a project they should always be updated with everything that happens, how much detail the people get in touch by reading the e-mails that are going forward and backward is almost irrelevant. It needs to be there as a reference, and you certainly need to update people that you are working with on every step. In fact, not doing so I find disrespectful and almost disloyal”. **(Interv3, businesswoman, less years of business experience)**

“Well I went through an evolution at the perception of this concept. At the beginning, and when I was younger, I felt very offended if I was not being kept in the loop. And I felt that I was the only one having strong reactions when people didn´t keep me in the loop. And I realized that it had more to do with me some times being a control freak and trying to be in control of everything. The older I get, the more I realize that it is important to be kept in the loop only for the important aspects of the negotiation. Because being kept in the loop for details that are irrelevant, is not that important anymore. People have more and more to do during the day, they are under more

and more pressure, and I happen to even dismiss updates where there is no contribution, but it´s just purely informative. I am more looking for updates that are really constructive and really add something, and that are necessary for me even so that I could make a contribution myself, or that are at a strategic decision point where an avenue, or a choice of avenues to go forward has to be taken. Otherwise it is a waste of time". **(Interv4, businessman, more years of experience)**

In this sense, Geiger and Parlamis (2014) assert that "unlike the majority of personal communication, negotiation communication is not an end in itself, but a means to an end, the resolution of opposing or conflicting interests" (p.68). According to them, the email context is "not ubiquitously lean as a communication mode, rather individuals, depending on their attitude toward the medium, adapt the mode to create an interaction where sufficient information (conveyance) and understanding (convergence) can be communicated for successful outcomes" (p.76).

Although the study of the need for updates and e-mail communications during a negotiation process is not encompassed in the main scope of this research, the results of the data analysis showed its importance for the course of the negotiations and allowed the author to identify four distinct dominant needs for information via updates and/ or copy of e-mails according to the different business experience levels. The researcher illustrates these four needs of information, and labels them as "necessary", "essential", "important" and "irrelevant" (see Table 35).

Table 35. Modes of updates during negotiation processes

Different needs and modes of updates	Receive and give updates	Copy and be copied on e-mails
Less years of business experience	Necessary It builds trust Favors the success of negotiations	Essential If there is confidence among the parties Sing of transparence, trustworthiness, integrity Saves time in updates and shortens time frame for achieving objectives
More years of business experience	Important For the key aspects of the negotiation, when strategic decisions need to be taken Demonstrates good intention and fairness	Irrelevant When details are purely informative Time constraint in reading numerous e-mails

Source: Own creation

Negotiators with less years of business experience demonstrated to be more concerned with receiving information during a negotiation process than highly experienced negotiators with more than 20 years experience negotiating different projects in different sectors at worldwide level. For less experienced negotiators, to receive updates is considered *necessary* to build trust and to conduce the negotiation to a successful end. They also perceive copying and being copied in the e-mails as *essential*, if there is confidence between the parties involved in the negotiation and no risk of disclosure of information or a risk of others taking credit for one's work. They relate being informed about all the details emerged during the negotiation process to a sign of transparency, trustworthiness integrity, and saving time in updates as well as shortening the time frame for achieving objectives. More experienced negotiators prefer however, to receive punctual updates than to be copied in all the e-mails interchanged during the course of a negotiation. For them, to receive updates is considered *important* for the key aspects of the negotiation, when strategic decisions need to be taken and they can make contributions. They consider receiving updates a demonstration of good intentions and fairness.

However, due to time constraint and extremely busy agendas, they perceive being copied in e-mails as *irrelevant*, when the details are purely informative.
The following section offers the insights emerged from the data collection analysis regarding the values that may foster long-term business relationships, those that may cause short-term business relationships and those values and attitudes that may be the cause of unsuccessful negotiations.

3.1.3 Values perceived to be highly appreciated by business negotiators

Data indicate that there is a clear connection between personal values and professional values, since “values will affect not only the perceptions of appropriate ends, but also the perceptions of the appropriate means to those ends” (Bruno & Lay, 2008). This is reflected in the words of some interviewees as may be observed below:

“…Even if he is good with business but he is immoral in his private life, I will not work with him…” **(Interv5, businessman)**
“…Do I find honesty that important? Possibly it´s part of this new social movement that is going on about people being more in touch with themselves and bringing their own personalities into the workplace. Certainly, when I work I would like to work with the same personal rules and the same personal expectations that I have in my private life, so, yes, when I think when I work I want to come across as honest, I want to be honest, I want to work with honest people, and I have become much more selective about the people that I work with, because I actually really need to trust them”. **(Interv3, businesswoman)**

As Sobral and Islam (2013) refer, “moral judgments involve individual’s assessments regarding the ethical acceptability of a given behavior or set of behaviors (Reidenbach and Robin 1988)”.
At the root of *personal values* are ethical principles. “Research in business ethics indicates that the negotiation process is littered with ethical dilemmas and negotiation behaviors range from the ethical to the unethical” (Al-Khatib, Malshe, & AbdulKader, 2008).
Along data collection some *values and attitudes* emerged as key factors for the negotiation processes, which are pointed out below:

1. **Ethics.** Ethical behavior is directly related to inner and inter-human values, and may foster good reputation, which requires time to be built and is based on small details.
2. **Gratitude.** Appreciate others´ help, indications, suggestions and contributions, affects positively the willingness of negotiators to cooperate in future projects.

3. **Trust.** Although important, contracts do not guarantee a successful negotiation. Trust is the base for long-term business relationships and for the willingness of counterparts to fulfill the contracts.
4. **Honesty.** Essential for a long-term business relationship.
5. **Sincerity.** Important to be sincere about ones' values, strengths as well as ones' limitations or failures.
6. **Humility.** Acknowledge errors and have the ability to accept negative feedback.
7. **Fairness.** Aim for a win-win approach is positively seen even in those cases where negotiations were not successful in the end. On the contrary, trying to take advantage of the counterpart may have a reverse effect.
8. **Transparency.** Not try to take credit for others' work nor contacts.
9. **Loyalty.** Not try to circumvent associates, partners or collaborators since it may lead to immediate stop of the current negotiation process and prevent any future potential collaboration.
10. **Openness.** Keep collaborators up to date via copy of e-mails, or actualized about the progress of the negotiation inspires trust.
11. **Integrity.** Act according to moral principles.
12. **Confidence.** Have confidence in oneself and know how to transmit confidence to others.
13. **Consideration/ Collaboration.** Care about others, know how to adapt and compromise to satisfy all the parties.
14. **Happiness/ Joy.** Smiling and being positive create a good environment/ feeling during the negotiation process, which may help to produce a positive outcome.
15. **Respect.** Treating collaborators, partners and subordinates in a respectful and thoughtful manner. Be aware of and respect cultural differences.
16. **Harmony.** Having aligned expectations.
17. **Pesistence/ Resilience.** Being capable to adapt and overcome unfavourable situations.
18. **Forgiveness.** Being able to forgive mistakes depending on the case when acknowledged and there is compromise to learn from them in order to not repeat.
19. **Empathy/ Accuracy.** Having the ability to adapt to, listen to, and understand others, recognizing emotions and roles during a negotiation process are strong negotiation capabilities.
20. **Diplomacy/ Good manners.** Being skillful, discreet and prudent when treating with others and about projects during a negotiation process. Avoid name dropping.

Based on the analysis of the data emerged from the study, the next sections indicate which personal values and attitudes are related to long-term business relationships, which ones lead to short-term business relationships and those responsible for unsuccessful negotiations.

3.1.3.1 Personal values and attitudes associated to long-term business relationships

Trust is the base for both personal and professional relationships. Mayer et al. (1995) define trust as ''the willingness to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party'' (p.712). Thus, "trust is the "willingness to take risk," and the level of trust is an indication of the amount of risk that one is willing to take" (Schoorman et al., 2007, p.346). Therefore, "choosing the right counterpart can have a significant impact on negotiation success" (Reb, 2010, p.457). According to the study of Marques (2010) on spiritual considerations for managers, he emphasizes that "if managers can nurture a climate of trust and authenticity, they also establish higher levels of understanding and resilience among them". As an example, when the researcher asked a senior businessman about which personal values he considered to be important in order to build a long-term business relationship, his answer was as follows:

Q. According to your point of view, which personal values are important in order to build a long-term business relationship?
"Openness. Communication. To have expectations, to make sure that sometimes people can have eh...expectations that are not realistic. And then they are offended by you for not fulfilling their expectations. And then.... if you do something with good intentions, and with pure intentions, but the other person perceives this as, as...as something less than fair and so on. Because the expectations were not in harmony. I think that if you find someone where you have…with whom you have harmony, it doesn´t need to be - by the way - sending the copies of the emails to each other, you know and so on, I don´t care if I open the door to somebody and he doesn´t send me emails about everything that happens, but still I have trust in that person, I don´t need to be, I am not his teacher, that he needs to send me everything and so on and "don´t forget to include me" it´s not my ego - in the process. If I have made an introduction to you, and after I have made the introduction to you I am not needed, you don´t need to contact me and so on. But I need to have this trust, that you are going to contact me when there is a deal, and that you are going to compensate me in what - at least what you think - is fair, not what I think is fair. So: Once you find eh... Your network should be your long-term network, unlike the short-term, your long-term network should be with people with whom you know you have harmony, openness, communication, and expectations are ... everybody is familiar with the expectations, so it´s the same expectation, from both sides. If the expectations are not the same, if… - again… By network I mean introductions, because normally, network means introduction". **(Interv5, businessman)**

Being clear, direct, knowing how to communicate well and properly are considered key factors for successful negotiations. Sokolova and Lapalme (2012) remark that "we use language to convince, explain, question, bargain and, doing this, establish and reach our goals". They emphasize that "the goal-oriented aspect of the language use is even stronger in the context of negotiations, especially when negotiators use only written means to communicate, that is to say, exchange letters, email, text messages”. While “in face-to-face and visual conference negotiations, prosody and body language often play a critical role in conveying attitudes and feelings”. As they claim, “success of communication depends on the speaker’s ability to produce a message and on the hearer’s ability to understand it”. Having in account that “unexpected turns and moves—typical of human behaviour—make prediction of the negotiation outcome difficult”.

Data analysis shows that long-term business relationships are associated to the impact of the relation between personal and professional values; the knowledge the negotiator has about the object of the negotiation; being compromised to reach a mutual satisfying agreement; having capacity to overcome issues that may arise during a negotiation process; being a good businessman(woman); having the ability to read others; knowing how to listen to people; having capacity to adapt; feeling comfortable while collaborating with other negotiators; having good manners; having aligned expectations; being aware of that being moral also makes business sense; having good principles; behaving ethically; being grateful; being noble; being wise; being diplomatic; being intelligent; transparency; clarity; vision; having initiative; being loyal; being direct; openness; knowing how to collaborate; sincerity; honesty; trust; confidence; relations among reputation, social standing, formal position, time and trust; efficiency; integrity; humility; patience; being convincing; being understanding; being persistent; being respectful; empathy; seriousness; credibility; professionalism; flexibility; forcefulness; truth; being thoughtful; being self-confident; confidence; honorability; joy; positivism; effort; proactivity; integrity; harmony; and communication.

The aforementioned values and attitudes are associated with ethical behavior. According to Reave (2005), “ethical behavior is required to demonstrate spirituality, but spirituality is not required to demonstrate ethical values and practices” (p.657). She postulates “personal integrity…to be the most important element for engendering follower respect and trust” (p.657).

Data shows that being able to establish a solid contact network can help negotiators to achieve better outcoumes in future transactions. As Reb (2010, p.459) points out, “counterparts differ in the resources they have to offer, in their negotiation styles and in many other respects. Negotiators can benefit by choosing counterparts that are compatible in terms of values, resources, style, etc. (Raiffa 2002)”.

Table 36 shows in detail the values and attitudes that interviewees associated as being the base to foster long-term business relationship.

Table 36. Values/ attitudes and long-term business relationship

Values	
Personal values and long-term business relationships	**Q. According to your point of view, which personal values are important in order to build a long term business relationship? (Illustration)**
	"The most important value to me is respect, mutual, and on the personal as well as the professional level. Other important values like honesty, integrity, professional skill, etc are the most important values that have to be there for the mutual respect to happen in the first place". **(Interv15, businessman)**
	"To me the humility of being able to recognize ones errors is important. Loyalty that stands the test of any problem that might present itself, then the sacrifice if also this friendship may have its, its… ruptures, and then also this,… honorability. To me these are the basic ones to maintain a business relationship". **(Interv2, businesswoman)**
Personal values/ professional values	*"Transparency, truth and loyalty against adversities, as well as personal values and good manners".* **(Inter10, businessman)**
	"…Even if he is good with business but he is immoral in his private life, I will not work with him…" **(Interv5, businessman)**
	"…Do I find honesty that important? Possibly it´s part of this new social movement that is going on about people being more in touch with themselves and bringing their own personalities into the workplace. Certainly, when I work I would like to work with the same personal rules and the same personal expectations that I have in my private life, so, yes, when I think when I work I want to come across as honest, I want to be honest, I want to work with honest people, and I have become much more selective about the people that I work with, because I actually really need to trust them". **(Interv3, businesswoman)**
Knowledgeable about the object of negotiation	*"Flexibility, knowing how to listen, and having knowledge about the object of the negotiation".* **(Interv12, businessman)**
	"Ability to listen, ability to read others. A clear understanding of the business objectives of going into a deal, and an ability to finding compromises that makes both parties happy". **(Interv15, businessman)**
Compromised to satisfy both parties	*"Ability to listen, ability to read others. A clear understanding of the business objectives of going into a deal, and an ability to finding compromises that makes both parties happy".* **(Interv15, businessman)**
Capacity to overcome problems	*"Respectful, honest and ethically responsable. With resources and character to turn around unfavourable situations. Empathic, persistent, capable of understanding the other, and convince".* **(Interv13, businesswoman)**
Good businessman(woman)	*"I think that honesty is very important because if you are not honest in the negotiation, your are going to be able to go one to maximum two negotiations and with different people but no more. Because to be sure, it's the most important thing to be a big businessman and to do some business".* **(Interv8, businessman)**
Ability to read others	*"Ability to listen, ability to read others. A clear understanding of the business objectives of going into a deal, and an ability to finding compromises that makes both parties happy".* **(Interv15, businessman)**
Know how to listen	*"Respect for others, humility, patience, knowing how to listen, and having the capacity to adapt to adverse situations".* **(Interv14, businessman)**
Capacity to adapt	*"Respect for others, humility, patience, knowing how to listen, and having the capacity to adapt to adverse situations".* **(Interv14, businessman)**
Feel comfortable	*"…So if I´m not comfortable, I will terminate the relationship".* **(Interv3, businesswoman)**
Good manners	*"Transparency, truth and loyalty against adversities, as well as personal values and good manners".* **(Interv10, businessman)**
Same expectations	*"…Your network should be your long term network, unlike the short term, your long term network should be with people with whom you know you have harmony, openness, communication, and expectations are ... everybody is familiar with the expectations, so it´s the same expectation. From both sides…"* **(Interv5, businessman)**
Relation moral and business sense	*"So you must be moralistic about your business affairs, so you build the reputation, a good reputation. Especially today when there is internet and it is very easy for*

		people to slander you, to - you know - to put online bad references about you, it is becoming so..., it depends of course on your profession, but if you are dealing with international projects, and international companies and you travel a lot and you meet a lot of people and you interact a lot and transact a lot and so on, then it is even more important. If someone has one deal in his life, you have one opportunity, one shot in life, one opportunity, and you are not being completely moral about it, you can probably succeed. Because you don´t care about the future and about your name, you just want to get one deal. If your plan is long-term, and want to go on for many years and many countries and many areas, and have many meetings and so on, you must build a reputation. You must be moralistic, you must... so the answer is yes, but it is not always because of your - because you are a moralistic person, but it´s because it makes business sense to be honest". **(Interv5, businessman)**
	Aligned good principles	*"…assuming that their principles are in line with what I see as good principles and so on, then yes, I like people who have principles and that principles come before other things".* **(Interv5, businessman)**
	Ethical	"*Respectful, honest and ethically responsable. With resources and character to turn around unfavourable situations. Empathic, persistent, capable of understanding the other, and convince".* **(Interv13, businesswoman)**
	Gratitude	*"Maybe, maybe professionalism? Professionalism, fairness. If I open the door to somebody or if somebody else open the door for me, and they keep me in the process, it can be professionalism, it can be courtesy, it can be seriousness, it can be... shows that you are honest, it is gratitude also, yes. I think it is gratitude also. I don´t think it's the first consideration. I think, the biggest consideration is fairness. To show that you are with good intentions, and - fairness. A gentleman. It´s a gentleman´s thing to do. Even if you are a woman though".* **(Interv5, businessman)**
	Being noble	*"Primarily, this collaborator presents us with everything correctly, and is totally convinced about this project, which I also think is correct, and has negotiated with all the correctness and noble manners and all the diplomacy necessary, I would always use him in the future too, because it is the integration of integrating negotiations, then negotiations could work or not, that is totally normal".* **(Interv1, businessman)**
	Wisdom	*"Intelligence, greed, wisdom, being direct and transparent, etc".* **(Interv16, businessman)**
	Diplomacy	*"Primarily, this collaborator presents us with everything correctly, and is totally convinced about this project, which I also think is correct, and has negotiated with all the correctness and noble manners and all the diplomacy necessary, I would always use him in the future too, because it is the integration of integrating negotiations, then negotiations could work or not, that is totally normal".* **(Interv1, businessman)**
	Intelligence	*"Intelligence, greed, wisdom, being direct and transparent, etc".* **(Interv16, businessman)**
	Transparency	*"…However, one of the most important values in order to have especially a long distance relationship be successful in business is that it is transparent. Transparency and building transparency in any negotiation as far as the positions of each side, is extremely important…So I would put transparency, which could be associated to honesty, but it´s more than honesty because you can be honest but still not totally transparent, by not revealing all relevant information to a deal. And so, transparency is the most important".* **(Interv4, businessman)**
		"Professionality, seriousness, confidence, transparency, credibility, honesty, empathy". **(Interv13, businessman)**
	Clarity	*"…I think it is very important always to make sure that everybody absolutely understands what point we are at, what decisions have been made, there has to be clarity. There has to be clarity every step of the way".* **(Interv3, businesswoman)**
		"Honorability, clarity, forcefulness and honesty". **(Interv10, businessman)**
	Vision	*"I consider that most important to me is the sincerity, with which he could have defended the project, and above all eh, the initiative of defending that project, and then I consider that this person has a vision, so that in the future I can count on the force that he has demonstrated in the previous negotiation".* **(Interv2, businesswoman)**
	Initiative	*"I consider that most important to me is the sincerity, with which he could have*

		defended the project, and above all eh, the initiative of defending that project, and then I consider that this person has a vision, so that in the future I can count on the force that he has demonstrated in the previous negotiation". **(Interv2, businesswoman)**
	Loyalty	*"Transparency, truth and loyalty against adversities, as well as personal values and good manners".* **(Interv10, businessman)**
	Directness	*"This is gonna touch back a little bit on the first question that we dealt with, to do with honesty, for me, as I said, I like to communicate in a very direct way, it is very important to me to have full covarage in every situation. Now, but it´s going to be with the people I collaborate with, as well as with my client. It is very important for me again to have the full amount of information. If I haven´t got the full amount of information I can´t properly analyze a project or a situation, and then I also cannot make the best decisions. So to me, therefore, the most important thing is openness, being able to give the full amount of information and being honest, and being direct. There is nothing to hide".* **(Interv3, businesswoman)**
		"Intelligence, greed, wisdom, being direct and transparent, etc". **(Interv16, businessman)**
	Openness	*"…So to me, therefore, the most important thing is openness, being able to give the full amount of information and being honest, and being direct. There is nothing to hide".* **(Interv3, businesswoman)**
		"…your long term network should be with people with whom you know you have harmony, openness, communication, and expectations are ... everybody is familiar with the expectations, so it´s the same expectation. From both sides. If the expectations are not the same, if - again, by network I mean introductions. Because normally, network means introduction". **(Interv5, businessman)**
	Collaboration	*"Sincerity, to me is also that any part of the negotiation or the group that works has any problem, they should express it, and manifesting the problem, everybody can agree to solve this problem, with this vision of the problem of this company, and then solve my problem in my company, no? In the university in Bremen when we were studying law, the professor asked what we would do if a long-time customer didn´t pay. Then I answered that I would get in contact with him with the intention to resolve it. The majority of the Germans, I believe almost a 100%, said that "No, I would send a letter with a payment reminder through a notary or a lawyer, then another reminder, and with the third one we will already be in court. To me that seemed most improper, and then the professor said that exactly this is the most incorrect that you can do, because helping the other person to resolve his problems, you solve your own. This means, it´s friendship, sincerity and collaboration".* **(Interv1, businessman)**
	Sincerity	*"Sincerity, to me is also that any part of the negotiation or the group that works has any problem, they should express it, and manifesting the problem, everybody can agree to solve this problem, with this vision of the problem of this company, and then solve my problem in my company, no? In the university in Bremen when we were studying law, the professor asked what we would do if a long-time customer didn´t pay. Then I answered that I would get in contact with him with the intention to resolve it. The majority of the Germans, I believe almost a 100%, said that "No, I would send a letter with a payment reminder through a notary or a lawyer, then another reminder, and with the third one we will already be in court. To me that seemed most improper, and then the professor said that exactly this is the most incorrect that you can do, because helping the other person to resolve his problems, you solve your own. This means, it´s friendship, sincerity and collaboration".* **(Interv1, businessman)**
		"Well, basically the sincerity and the honesty, and always being ready to communicate any problem that any eh, group inside the negotiation might have". **(Interv1, businessman)**
		"I consider that most important to me is the sincerity, with which he could have defended the project, and above all eh, the initiative of defending that project, and then I consider that this person has a vision, so that in the future I can count on the force that he has demonstrated in the previous negotiation". **(Interv2, businesswoman)**
	Role of honesty in negotiations processes	**Q. Do you consider that honesty play an important role through the negotiation process?** **(Illustration)**

			"I am of the same opinion. And what´s more, I believe that before starting a negotiation you know the person, and if he is not trustworthy, well, you don´t even start the negotiation, you don´t even begin". **(Interv7, businesswoman)**
			I think honesty is absolutely important in negotiation process. I realize that this may be more of a modern mentality, I certainly think that my generation and people my age got that way of working. Do I find honesty that important? Possibly it´s part of this new social movement that is going on about people being more in touch with themselves and bringing their own personalities into the workplace. Certainly, when I work I would like to work with the same personal rules and the same personal expectations that I have in my private life, so, yes, when I think when I work I want to come across as honest, I want to be honest, I want to work with honest people, and I have become much more selective about the people that I work with, because I actually really need to trust them". **(Interv3, businesswoman)**
			"Basic, it is the indispensable base". **(Interv1, businessman)**
			"Honesty? yes, honesty is, of course, very important because the problem with not being honest is not because of the moral of the business, it's just, it is just because it is not a good business to not be moral, because your life is going to be... your business life, is going to be very short. It is very easy to lose credibility, to lose reputation. It is very hard to build reputation, and it is very easy to lose reputation. So you must be moralistic about your business affairs, so you build the reputation, a good reputation. Especially today when there is internet and it is very easy for people to slander you, to - you know - to put online bad references about you, it is becoming so..., it depends of course on your profession, but if you are dealing with international projects, and international companies and you travel a lot and you meet a lot of people and you interact a lot and transact a lot and so on, then it is even more important. If someone has one deal in his life, you have one opportunity, one shot in life, one opportunity, and you are not being completely moral about it, you can probably succeed. Because you don´t care about the future and about your name, you just want to get one deal. If your plan is long-term, and want to go on for many years and many countries and many areas, and have many meetings and so on, you must build a reputation. You must be moralistic, you must... so the answer is yes, but it is not always because of your - because you are a moralistic person, but because it makes business sense to be honest". **(Interv5, businessman)**
		Honesty	*"Well, as far as I am concerned, I think that… that…. That the first for me would be the confidence, the honesty, the proactivity, no? Eh, I believe that this is all".* **(Interv7, businesswoman)**
			"Transparency and honesty are the pillars of a lasting business relationship". **(Interv14, businessman)**
			"Honesty is vital, without trusting your counterpart it is not likely that any accord will be reached". **(Interv15, businessman)**
			"*Yes, it generates confidence in the interlocutor and steers the negotiation towards success".* **(Interv13, businesswoman)**
	Trust and confidence in negotiations		**Q. Do you consider that trust and confidence can be imposed or that they require time to be established and are based on small details observed during the negotiation/ collaboration process? (Illustration)**
			"…when I work I want to come across as honest, I want to be honest, I want to work with honest people, and I have become much more selective about the people that I work with, because I actually really need to trust them". **(Interv3, businesswoman)**
			"The trust and the confidence can not be imposed. You are, you are, eh, it is observed, like the question says, in the small details observed during the negotiation process". **(Interv2, businesswoman)**
		Impact of reputation, social standing, formal position	*"Trust and confidence towards specific people cannot be imposed, but the process of building trust and confidence can be greatly accelerated and amplified by reputation, social standing, formal position, etc. Then you modify that impression by your own personal observations over time".* **(Interv15, businessman)**
		Trust requires time and work	*"Confidence and credibility can never be imposed. These are earned with time and honesty".* **(Interv12, businessman)**

		"It takes time, effort and determination. It is based in the small details and the day to day actions in the collaboration". **(Interv13, businesswoman)**
		"In my opinion it can never be imposed, it must be shown with timing and the details and the day by day with the…try to get from each other…so it can never be imposed…and at the end it is very important to be trustful and eh…and confident and all the things... but it can never be imposed". **(Interv8, businessman)**
		"It takes time, it takes work…". **(Interv6, businessman)**
	Efficiency	*"Integrity, professionalism, and above all, confidence and efficiency".* **(Interv16, businessman)**
	Correctness	*"Primarily, this collaborator presents us with everything correctly, and is totally convinced about this project, which I also think is correct, and has negotiated with all the correctness and noble manners and all the diplomacy necessary, I would always use him in the future too, because it is the integration of integrating negotiations, then negotiations could work or not, that is totally normal".* **(Interv1, businessman)**
	Integrity	*"Integrity, professionalism, and above all, confidence and efficiency".* **(Interv16, businessman)**
	Humility	*"Respect for others, humility, patience, knowing how to listen, and having the capacity to adapt to adverse situations".* **(Interv14, businessman)**
	Patience	*"Respect for others, humility, patience, knowing how to listen, and having the capacity to adapt to adverse situations".* **(Interv14, businessman)**
	Convincing	"*Respectful, honest and ethically responsable. With resources and character to turn around unfavourable situations. Empathic, persistent, capable of understanding the other, and convince".* **(Interv13, businesswoman)**
	Understandable	"*Respectful, honest and ethically responsable. With resources and character to turn around unfavourable situations. Empathic, persistent, capable of understanding the other, and convince".* **(Interv13, businesswoman)**
	Persistent	"*Respectful, honest and ethically responsable. With resources and character to turn around unfavourable situations. Empathic, persistent, capable of understanding the other, and convince".* **(Interv13, businesswoman)**
	Respectful	"*Respectful, honest and ethically responsable. With resources and character to turn around unfavourable situations. Empathic, persistent, capable of understanding the other, and convince".* **(Interv13, businesswoman)**
		"Respect for others, humility, patience, knowing how to listen, and having the capacity to adapt to adverse situations". **(Interv14, businessman)**
		"The most important value to me is respect, mutual, and on the personal as well as the professional level. Other important values like honesty, integrity, professional skill, etc are the most important values that have to be there for the mutual respect to happen in the first place". **(Interv15, businessman)**
	Empathy	"*Professionality, seriousness, confidence, transparency, credibility, honesty, empathy".* **(Interv13, businesswoman)**
		"Respectful, honest and ethically responsable. With resources and character to turn around unfavourable situations. Empathic, persistent, capable of understanding the other, and convince". **(Interv13, businesswoman)**
	Seriousness	"*Professionality, seriousness, confidence, transparency, credibility, honesty, empathy".* **(Interv13, businesswoman)**
	Credibility	*"Confidence and credibility can never be imposed. These are earned with time and honesty".* ***(Interv12, businessman)***
		"*Professionality, seriousness, confidence, transparency, credibility, honesty, empathy".* **(Interv13, businesswoman)**
	Professionalism	*"Honesty and professionalism".* **(Interv11, businessman)**
		"*Professionality, seriousness, confidence, transparency, credibility, honesty, empathy".* **(Interv13, businesswoman)**
		"Integrity, professionalism, and above all, confidence and efficiency". **(Interv16, businessman)**
	Flexibility	*"Flexibility, knowing how to listen, and having knowledge about the object of the negotiation".* **(Interv12, businessman)**
	Forcefulness	*"Honorability, clarity, forcefulness and honesty".* **(Interv10, businessman)**
	Truth	*"Transparency, truth and loyalty against adversities, as well as personal values and good manners".* **(Interv10, businessman)**

	Thoughtful	*"Compelling…be a trustworthy guy…man and…ehh…as I said and trustful and not also be arrogant and he will also have to listen everybody and respect and consider everybody because any idea from anyone can be a good idea and you cannot be never arrogant and ...thoughtful".* **(Interv8, businessman)**
	Self-confidence	*"…above all my self-confidence and the total belief that I have of defending this, this product…"* **(Interv2, businesswoman)**
	Confidence	*"For me, the most important thing is honesty, trust and confidence but also it's important that the guy you are working with is a good businessman, he has good contacts and he wants to do business…"* **(Interv8, businessman)**
		"Integrity, professionalism, and above all, confidence and efficiency". **(Interv16, businessman)**
		"Yes, well of course confidence, because it is the ultimate basis of any personal relation…" **(Interv6, businessman)**
	Honorability	*"Honorability, clarity, forcefulness and honesty".* **(Interv10, businessman)**
	Joy	*"…personally think that there is a value that beyond what we have mentioned, the honesty, the confidence and all this, I value much the fact that there is an atmosphere, no? Of negotiation, of work, inside the company of positivism and joy…"* **(Interv7, businesswoman)**
	Positivism	*"…personally think that there is a value that beyond what we have mentioned, the honesty, the confidence and all this, I value much the fact that there is an atmosphere, no? Of negotiation, of work, inside the company of positivism and joy…"* **(Interv7, businesswoman)**
	Effort	*"…that the people bring what they can, based on their possibilities and effort. I would add the effort, meaning, eh… a relation of long duration can only be maintained if all of the parties… see that everybody is participating in the project at least according to their possibilities, and if one has the understanding that a person doesn´t contribute in the same measure, in the long term this provokes situations of rupture and distrust".* **(Interv6, businessman)**
	Proactivity	*"Well, as far as I am concerned, I think that… that…. That the first for me would be the confidence, the honesty, the proactivity, no? Eh, I believe that this is all".* **(Interv7, businesswoman)**
		"…*confidence, because it is the ultimate basis of any personal relation. Proactivity too…"* **(Interv6, businessman)**
	Integrity	*"If the person has integrity. Which means, Integrity again, doesn´t mean that person is a saint. Integrity means that you are, that you have value, and the value is more important than money, pride, ego and so on, you have principles…."* **(Interv5, businessman)**
		"The most important value to me is respect, mutual, and on the personal as well as the professional level. Other important values like honesty, integrity, professional skill, etc are the most important values that have to be there for the mutual respect to happen in the first place". **(Interv15, businessman)**
	Harmony	*"…your long term network should be with people with whom you know you have harmony, openness, communication, and expectations are ... everybody is familiar with the expectations, so it´s the same expectation. From both sides…"* **(Interv5, businessman)**
	Communication	*"I think its is absolutely essential for everybody who is involved in such a transaction, to be bcc´ing or ccc´ing each other on that transaction. I very much believe in communication, I very much believe in being updated even if it`s sometimes for fun…".* **(Interv3, businesswoman)**
		"…your long term network should be with people with whom you know you have harmony, openness, communication, and expectations are ... everybody is familiar with the expectations, so it´s the same expectation. From both sides…" **(Interv5, businessman)**

Next section points out those values and attitudes that are considered negatively by negotiators and may lead to short-term business relationship.

3.1.3.2 Personal values and attitudes associated to short-term business relationships

Fisher and Ury (1991) argue that “standard strategies for negotiation often leave people dissatisfied, worn out, or alienated-and frequently all three” (p.XIII). For this reason, they propose the “method of principled negotiation”, which is “hard on the merits” and “soft on the people” as an alternative to the traditional soft or hard way to negotiate, proposing us to be both “hard and soft”. In their words, “principled negotiation shows you how to obtain what you are entitled to and still be decent. It enables you to be fair while protecting you against those who would take advantage of your fairness” (p.XIII).

In this sense, data shows that among the reasons to not continue with a business relationship are: *being just centered in self benefit, being taken advantage of, drinking problems, lack of trust, lack of honesty, lack of confidence, lack of truthfulness, lack of understanding, lack of transparency, lack of punctuality, lack of etiquette, lack of effort, not being humble, having fragile egos, poor handling of situations, too proud, miscommunication, protagonism, ingratitude, circumvention, greed, disrespect, disloyalty, being arrogant, being conflictive, agressiveness, lies, being emotional, being impatient, being pushy, complicity*[8]*, treason and hipocrisy.*

In this line, during the research period the author could observe as certain negotiators were dismissed for future business collaborations due to lack of trust; lack of discretion regarding transactions and name-dropping practices which are negatively regarded; selfishness and ingratitude. On several occasions the researcher noted how some negotiators took advantage of introductions made by certain collaborators, aiming for a short-cut to income by disregarding who had made the introduction, i.e. circumventing who made the introduction. It was also possible to observe examples of disloyalty; miscommunication; lack of emotion recognition accuracy, which may cause a wrong reading of the subtleties of the negotiation; not properly vetting potential deals and the corresponding representatives; being conflictive, generating bad feelings instead of a positive environment where people can feel comfortable while collaborating; not following-up the process properly, which may cause delay in concluding a deal or even loosing it; lack of ettiquete; among others.

As an example, when asked which attitude could lead to a short business relationship, an experienced businessman pointed out aggressiveness, being pushy, not properly vetting potential deals before presenting them as business opportunities, not being emotionally stable

[8] This topic has been pointed out by some interviewees both in a positive sense and in a negative sense, according to each interviewee perception.

and having fragile egos among the reasons for him to not be willing to continue business relationships with certain collaborators, as may be observed below:

Q. According to your experience, which attitude could lead to a short business relationship?
"Aggressiveness, pushy, inundating you with too many opportunities, too many emails, too much, require too much work, attention, if he becomes my child, my little child, my little boy, and he wants a lot of attention, a lot of love, and sends me too much information, it requires too much of my time and I know that most of what he sends me is not interesting for me, then even if one in a hundred is going to be a good proposition, I still don´t want. I give up on this one, because he makes me work too hard for this one good opportunity, so, very selective, high quality stable person (laughing) and so on. And otherwise, all the people who are - again, pushy, aggressive, emotional, emotional is horrible, people with very fragile egos, people who are too proud, they don´t have humility. They are not humble. People who are - that their value is pride, bad pride, and of fragile ego, that kind of pride. I cannot work with them because they will always feel that they should have got more and that I should have copied them more in emails and so on, and they will always feel offended, and they will always feel hurt and they will always feel like I do something behind their back, and they will always feel like I do something with bad intention and...because it´s their personality, and then I don´t work with people like that, I say goodbye. I prefer not to have all your opportunities, but not to have silver hair, well, more silver hair in my hair (laughing), because someone is upset with me". **(Interv5, businessman)**

Based on the data analysis, Table 37 offers a detailed view of the relation values/ attitudes and short-term business relationship.

Table 37. Values/ attitudes that lead to a short-term business relationship

Personal values/ attitudes and short-term business relationships	**Q. According to your experience, which attitude could lead to a short business relationship? (Illustration)**
	"Poor handling of an earlier negotiation, lack of transparency, or simply lack of understanding". **(Interv16, businessman)**
	"Lack of respect, lack of honesty, above all attempts on circumvention". **(Interv15, businessman)**
Being just centered in self benefit	***"****In addition to what we have said in the other direction, that is, as we value the confidence, lack of confidence, as we valued honesty, lack of honesty, as we valued effort, the lack of effort, apart from those that are obvious because they are the opposites of those we value. There would perhaps be other factors that also would make one not to try to proceed, like for example the fact of being always trying to seek personal benefit eh… independently of the progress of the others or even at the cost of the others, I understand that business is only possible to move forward in time if it's accepted that it should be beneficial for everybody, that everybody is appreciated, and that you shouldn´t just worry about your own benefit, but also about the benefit and the success of the others. If everybody would act in this way, it is logical that this relation makes sense".* **(Interv6, businessman)**
	"A disrespectful attitude, impatience, (seeking immediate benefit) disloyal / lack of truthfulness". **(Interv13, businesswoman)**
	"Yes, no? Win-win, no? To feel comfortable because in the long run I believe that yes, if there isn´t, or if it is win-lose, or lose-win, this lasts little, eh, or you get tired of the other person, or the other person will obviously also get tired, no? In a negotiation, in the end I believe… the idea is to feel comfortable and content where you are". **(Interv7, businesswoman)**
Being taken advantage of	*"Well, what could lead to a short relationship is the impression that the other party is only there to take advantage of you".* **(Interv4, businessman)**
Drinking problems	*"…There are other elements, you can start good relations with people, and there might be, as we experienced with, unfortunately, russians also, there might be drinking problems or other elements that contribute to the decision making of stopping a relation even if from a strictly business point of view, there was serious potential. That's it".* **(Interv4, businessman)**
Lack of trust	*"…if one has the understanding that a person doesn´t contribute in the same measure, in the long term this provokes situations of rupture and distrust".* **(Interv6, businessman)**
	"*I think the most obvious thing is if I don´t feel that I trust the other person. I would feel lack of trust in the other person if they are not forthcoming with information, which I find valuable…".* **(Interv3, businesswoman)**
Lack of honesty	*"Lack of respect, lack of honesty, above all attempts on circumvention".* **(Interv15, businessman)**
	"In addition to what we have said in the other direction, that is, as we value the confidence, lack of confidence, as we valued honesty, lack of honesty, as we valued effort, the lack of effort…". **(Interv6, businessman)**
	"I think that honesty is very important because if you are not honest in the negotiation, your are going to be able to go one to maximum two negotiations and with different people but no more. Because to be sure, it's the most important thing to be a big businessman and to do some business". **(Interv8, businessman)**
Lack of confidence	*"In addition to what we have said in the other direction, that is, as we value the confidence, lack of confidence, as we valued honesty, lack of honesty, as we valued effort, the lack of effort…".* **(Interv6, businessman)**
Lack of truthfulness	*"A disrespectful attitude, impatience, (seeking immediate benefit) disloyal / lack of truthfulness".* **(Interv13, businesswoman)**
Lack of understanding	*"Poor handling of an earlier negotiation, lack of transparency, or simply lack of understanding".* **(Interv16, businessman)**
Lack of transparency	*"Poor handling of an earlier negotiation, lack of transparency, or simply lack of understanding".* **(Interv16, businessman)**
Lack of punctuality	*"The ingratitude also, hypocrisy, lack of punctuality, well...and treason".* **(Interv2, businesswoman)**
Lack of etiquette	*"…Another thing that I may take very hardly, as it happened to me in the past is lack of etiquette…".* **(Interv2, businesswoman)**

Lack of effort	*"…a relation of long duration can only be maintained if all of the parties… see that everybody is participating in the project at least according to their possibilities, and if one has the understanding that a person doesn´t contribute in the same measure, in the long term this provokes situations of rupture and distrust".* **(Interv6, businessman)**
	"In addition to what we have said in the other direction, that is, as we value the confidence, lack of confidence, as we valued honesty, lack of honesty, as we valued effort, the lack of effort…". **(Interv6, businessman)**
Not humble	*"…And otherwise, all the people who are - again, pushy, aggressive, emotional, emotional is horrible, people with very fragile egos, people who are too proud, they don´t have humility. They are not humble…"* **(Interv5, businessman)**
Fragile egos	*"…And otherwise, all the people who are - again, pushy, aggressive, emotional, emotional is horrible, people with very fragile egos, people who are too proud, they don´t have humility. They are not humble. People who are - that their value is pride, bad pride, and of fragile ego, that kind of pride. I cannot work with them because they will always feel that they should have got more and that I should have copied them more in emails and so on, and they will always feel offended, and they will always feel hurt and they will always feel like I do something behind their back, and they will always feel like I do something with bad intention and...because it´s their personality, and then I don´t work with people like that, I say goodbye…".* **(Interv5, businessman)**
Poor handling	*"Poor handling of an earlier negotiation, lack of transparency, or simply lack of understanding".* **(Interv16, businessman)**
Too proud	**"…***And otherwise, all the people who are - again, pushy, aggressive, emotional, emotional is horrible, people with very fragile egos, people who are too proud, they don´t have humility. They are not humble. People who are - that their value is pride, bad pride, and of fragile ego, that kind of pride…".* **(Interv5, businessman)**
Miscommunication	*"…Therefore, all basic elements of an equation can not be explained at length to other parties. Most of the time the knowledge of each side is totally different from one another. And if one party had more elements to start the negotiation, we would have less miscommunication. The reason we have negotiations fail, is because of miscommunication…"* **(Interv4, businessman)**
Protagonism	*"Lies and desire for protagonism".* **(Interv10, businessman)**
Ingratitude	*"The ingratitude".* **(Interv1, businessman)**
	"The ingratitude is, I believe, what sums up all the problems that could present themselves, and that can cause most damage". **(Interv1, businessman)**
	"*The ingratitude also, hypocrisy, lack of punctuality, well...and treason".* **(Interv2, businesswoman)**
Circumvention	*"Lack of respect, lack of honesty, above all attempts on circumvention".* **(Interv15, businessman)**
Selfishness	*"Selfishness, arrogance and lack of loyalty".* **(Interv14, businessman)**
Greed	*"Intelligence, greed, wisdom, being direct and transparent, etc".* **(Interv16, businessman)**
Disrespect	*"Lack of respect, lack of honesty, above all attempts on circumvention".* **(Interv15, businessman)**
	"*A disrespectful attitude, impatience, (seeking immediate benefit) disloyal / lack of truthfulness".* **(Interv13, businesswoman)**
	"…It needs to be there as a reference, and you certainly need to update people that you are working with on every step. In fact, not doing so I find disrespectful and almost disloyal". **(Interv3, businesswoman)**
Disloyalty	**"***A disrespectful attitude, impatience, (seeking immediate benefit) disloyal / lack of truthfulness".* **(Interv13, businesswoman)**
	"Selfishness, arrogance and lack of loyalty". **(Interv14, businessman)**
	"…if he failed me in the past as if he was disloyal, he was dishonest, he was this and that, then never. Never. That´s never…". **(Interv5, businessman)**
Arrogant	*"Selfishness, arrogance and lack of loyalty".* **(Interv14, businessman)**
	"yeah, in my view, the people who are so much into themselves…yeah..which is… arrogant…and talk to people without any sense…yeah…this is…the two points…yeah...". **(Interv9, businessman)**
	"Compelling…be a trustworthy guy…man and…ehh…as I said and trustful and not also be arrogant and he will also have to listen everybody and respect and consider everybody because any idea from anyone can be a good idea and you cannot be never arrogant and ...thoughtful". **(Interv8, businessman)**

Conflictive	*"…I believe that if you are in contact with people that are conflictive or that they don´t eh…, well, that they don´t have the same principles as you, no? If the order of these principles is not more or less according to the philosophy, or according to the people that you are dealing with, well, I believe that the negotiation will terminate rapidly. Well, that´s what I think".* **(Interv7, businesswoman)**
Agressiveness	*"Aggressiveness, pushy, inundating you with too many opportunities, too many emails, too much, require too much work, attention, if he becomes my child, my little child, my little boy, and he wants a lot of attention, a lot of love, and sends me too much information, it requires too much of my time and I know that most of what he sends me is not interesting for me, then even if one in a hundred is going to be a good proposition, I still don´t want…"* **(Interv5, businessman)**
Lie	*"Lies and desire for protagonism".* **(Interv10, businessman)**
Emotional	*"…And otherwise, all the people who are - again, pushy, aggressive, emotional, emotional is horrible, people with very fragile egos, people who are too proud, they don´t have humility…".* **(Interv5, businessman)**
Impatient	**"***A disrespectful attitude, impatience, (seeking immediate benefit) disloyal / lack of truthfulness".* **(Interv13, businesswoman)**
Pushy	*"Aggressiveness, pushy, inundating you with too many opportunities, too many emails, too much, require too much work, attention, if he becomes my child, my little child, my little boy, and he wants a lot of attention, a lot of love, and sends me too much information, it requires too much of my time and I know that most of what he sends me is not interesting for me, then even if one in a hundred is going to be a good proposition, I still don´t want…".* **(Interv5, businessman)**
Complicity	*"Complicity".* **(Interv11, businessman)**
Treason	**"***The ingratitude also, hypocrisy, lack of punctuality, well...and treason".* **(Interv2, businesswoman)**
Hypocrisy	**"***The ingratitude also, hypocrisy, lack of punctuality, well...and treason".* **(Interv2, businesswoman)**

Next section refers to reasons, values and attitudes that could contribute to an unsuccessful negotiation.

3.1.3.3 Unsuccessful negotiations and values/ attitudes

According to Bazerman et al. (2000), "much of the work on negotiation assumes that the structure of a negotiation is exogenous to the parties and that the cognition and affect of the parties is exogenous to the structure". However, they argue that "work on mental models of negotiation suggests that the parties' perceptions of the negotiation structure are critical and endogenous to the negotiation and that, similarly, the cognition and affect of the parties are critical and endogenous to the negotiation".

During the reseach period, while partipating in an acquisition deal, the researcher could observe how the lack of transparency led to delaying a negotiation process due to the seller offering innacurate information to a potential investor. Moreover, the researcher observed how the asking price of over 50 million euros was reduced by 20 million due to unreliabilty regarding the first conditions offered in order to attract the investor. The fact that they tried to hide crucial information during the due dilligence process, inflexibility, self-centered attitude of a key partcipant and frictions arisen among the parties involved on the seller's side during the negotiation process resulted in an unsuccessfull negotiation at the end. This, even though the buyer's side showed creativity by adapting to issues and new conditions as they were revealed during the process, and aimed to achieve a mutually satisfying deal. The consequence was that the investor increased the vetting parameters for the deal and was much less willing to enter into future business opportunities with the participants from the seller's side.

In line with theory, data collection shows that some of the causes of unsuccessful negotiations are associated with l*ack of efficiency, lack of transparency, lack of respect, lack of commitment, lack of interest, not complying with obligations, delaying in getting projects going, lack of positivity, desire for protagonism, lies, not having in account others' capabilities and feelings, being selfish, circumvention, no discretion, name dropping, disregard for people below one's position, immorality, disrespect, abuse of authority, unfairness, disloyalty, not being straightforward, lack of professionalism, lack of etiquette, feeling no level of comfort, lack of trust, unreliability, lack of seriouness, and lack of honesty.*

In the words of a senior businessman, when asked about which attitude could make him terminate a business relationship having in mind unsuccessful deals, he pointed out unprofessionalism, disloyalty, name droping among others as follows:

Q. Having in mind your unsuccessful negotiations: Which attitude can make you decide to terminate a business relationship?

"Unprofessionalism, disloyalty, and unfairness. Abuse of authority, eh, disregard to people below you, and so on. So.... But mostly, unprofessionalism, disrespect, immorality"…

Q.These would make you terminate a business relationship?

"Yes. Name-dropping. People who drop a lot of names in the meeting, because I know that my name is also going to be on their table, the next day they will meet somebody else and they will also use my name. So there is no discretion. People who are indiscreet, I value discretion. It's valuable. Discretion is valuable for me. So, people who are indiscreet also". **(Interv5, businessman)**

Table 38 shows in detail the subtleties involving values/ attitudes and unsuccessful negotiations.

Table 38. Values's subtleties related to unsuccessful negotiations

Unsuccessful negotiations and values/ attitudes	Q. Having in mind your unsuccessful negotiations: Which attitude can make you decide to terminate a business relationship? (Illustration)
Lack of efficiency	*"Lack of professionalism, of commitment, transparency, loyalty, efficiency, etc".* **(Interv16, businessman)**
Lack of transparency	*"Lack of professionalism, of commitment, transparency, loyalty, efficiency, etc".* **(Interv16, businessman)**
Lack of respect	*"Lack of respect, lack of honesty, above all attempts on circumvention".* **(Interv15, businessman)**
Lack of commitment	*"Lack of commitment, disloyalty".* **(Interv14, businessman)** *"Lack of professionalism, of commitment, transparency, loyalty, efficiency, etc".* **(Interv16, businessman)**
Lack of interest	*"Distrust, not complying with the agreed obligations, lack of interest".* **(Interv13, businesswoman)**
Not complying with obligations	*"Distrust, not complying with the agreed obligations, lack of interest".* **(Interv13, businesswoman)**
Delaying in getting projects going	*"Lack of honesty, of positivity, as well as delaying to get projects going".* **(Interv12, businessman)**
Lack of positivity	*"Lack of honesty, of positivity, as well as delaying to get projects going".* **(Interv12, businessman)**
Desire for protagonism	*"Lies and desire for protagonism".* **(Interv10, businessman)**
Lies	*"Lies and desire for protagonism".* **(Interv10, businessman)**
Not having in account others' capabilities and feelings	*"Well, in first place, negatively, like we have said earlier, distrust, circumvention, or going behind somebody´s back, being selfish, not having into account the capacities and the feelings of the others, etc, etc, in other words, in general, all what we earlier have called negative".* **(Interv6, businessman)**
Being selfish	*"Well, in first place, negatively, like we have said earlier, distrust, circumvention, or going behind somebody´s back, being selfish, not having into account the capacities and the feelings of the others, etc, etc,…"* **(Interv6, businessman)**
Circumvention	"Lack of respect, lack of honesty, above all attempts on circumvention". **(Interv15, businessman)**
	"Well, in first place, negatively, like we have said earlier, distrust, circumvention, or going behind somebody´s back, being selfish, not having into account the capacities and the feelings of the others, etc, etc,…" **(Interv6, businessman)**
No discretion	*"Yes. Name-dropping. People who drop a lot of names in the meeting, because I know that my name is also going to be on their table. The next day they will meet somebody else and they will also use my name. So there is no discretion. People who are indiscreet. I value discretion. It's valuable. Discretion is valuable for me. So, people who are indiscreet also".* **(Interv5, businessman)**
Name dropping	*"Yes. Name-dropping. People who drop a lot of names in the meeting, because I know that my name is also going to be on their table. The next day they will meet somebody else and they will also use my name. So there is no discretion. People who are indiscreet. I value discretion. It's valuable. Discretion is valuable for me. So, people who are indiscreet also".* **(Interv5, businessman)**
Disregard people below position	*"Unprofessionalism, disloyalty, and unfairness. Abuse of authority, eh, disregard to people below you, and so on. So.... But mostly, unprofessionalism, disrespect, immorality".* **(Interv5, businessman)**
Immorality	*"Unprofessionalism, disloyalty, and unfairness. Abuse of authority, eh, disregard to people below you, and so on. So.... But mostly, unprofessionalism, disrespect, immorality".* **(Interv5, businessman)**
Disrespect	*"Unprofessionalism, disloyalty, and unfairness. Abuse of authority, eh, disregard to people below you, and so on. So.... But mostly, unprofessionalism, disrespect, immorality".* **(Interv5, businessman)**
Abuse of authority	*"Unprofessionalism, disloyalty, and unfairness. Abuse of authority, eh, disregard to people below you, and so on. So.... But mostly, unprofessionalism, disrespect, immorality".* **(Interv5, businessman)**
Unfairness	*"Unprofessionalism, disloyalty, and unfairness. Abuse of authority, eh, disregard to people below you, and so on. So.... But mostly, unprofessionalism, disrespect,*

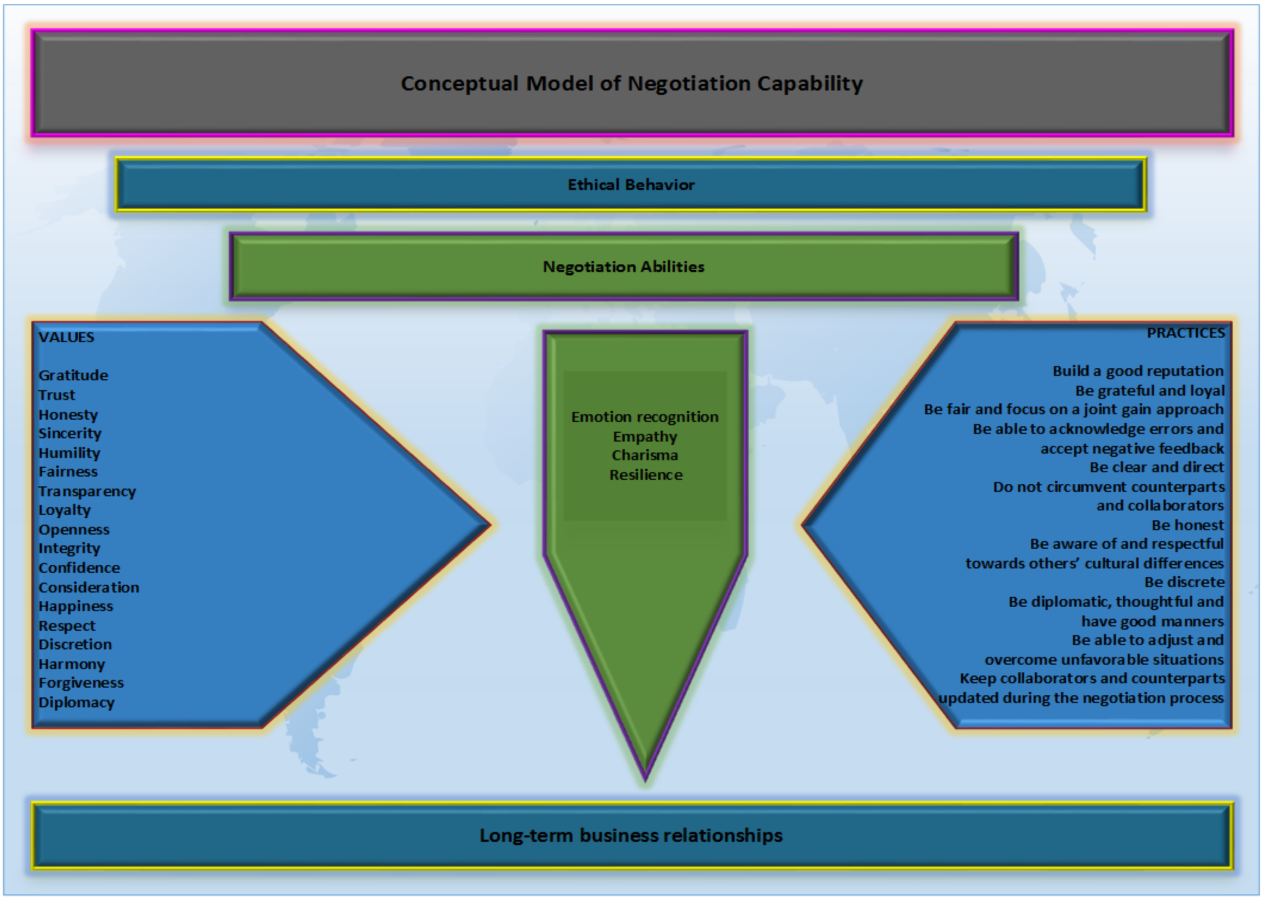
		immorality". **(Interv5, businessman)**
	Disloyalty	*"Lack of commitment, disloyalty".* **(Interv14, businessman)**
	Not straightforward	*"…if you are not straightforward, again, to me that´s lack of professionalism…".* **(Interv3, businesswoman)**
	Lack of professionalism	*"…If you are not honest, I think you have a lack of professionalism, if you are not straightforward, again, to me that´s lack of professionalism…".* **(Interv3, businesswoman)**
		"Lack of professionalism, of commitment, transparency, loyalty, efficiency, etc". **(Interv16, businessman)**
		"Unprofessionalism, disloyalty, and unfairness. Abuse of authority, eh, disregard to people below you, and so on. So.... But mostly, unprofessionalism, disrespect, immorality". **(Interv5, businessman)**
	Lack of etiquette	*"…Another thing that I may take very hardly, is as it happened to me in the past is lack of etiquette…".* **(Interv3, businesswoman)**
	No level of comfort	*"…So if I´m not comfortable, I will terminate the relationship".* **(Interv3, businesswoman)**
	Lack of trust	*"If I don´t feel that I can trust the person that I am working with, and I have no level of comfort whatsoever, then I will terminate that relationship. Trust, that would be the main thing…".* **(Interv3, businesswoman)**
		"Distrust, not complying with the agreed obligations, lack of interest". **(Interv13, businesswoman)**
		"Well, in first place, negatively, like we have said earlier, distrust, circumvention, or going behind somebody´s back, being selfish, not having into account the capacities and the feelings of the others, etc, etc, in other words, in general, all what we earlier have called negative". **(Interv6, businessman)**
	Unreliability	*"I, to me the basic is the lack of honesty and the unreliability".* **(Interv2, businessman)**
	Lack of seriousness	*"Lack of honesty and seriousness, in the negotiation".* **(Interv1, businessman)**
	Lack of Honesty	*"Negatively, all of the values, yes, yes. Yes, yes, totally. The honesty, ...see, I believe that, I still think that the basis, the basis, I believe, I keep insisting that it is the confidence, no? And the subject of the confidence and the subject of the, …of the honesty that may exist between the parties".* **(Interv7, businesswoman)**
		"Lack of honesty, of positivity, as well as delaying to get projects going". **(Interv12, businessman)**

The next section offers the conceptual model on negotiation capability based on the analysis of the data collection.

3.1.4 A Conceptual model of Negotiation Capability

Figure 45 accomplishes the main objective of this research that is to offer a holistic conceptual model of negotiation capability based on the data collection analysis and on the knowledge acquired by the author' through observations during the research period. The model integrates the values (Gratitude, Trust, Honesty, Sincerity, Humility, Fairness, Transparency, Loyalty, Openness, Integrity, Confidence, Consideration, Happiness, Respect, Discretion, Harmony, Forgiveness, Diplomacy), practices (Build a good reputation; Be grateful and loyal; Be fair and focus on joint gain approach; Be able to acknowledge errors and accept negative feedback; Be clear and direct; Do not circumvent counterparts and collaborators; Be honest; Be aware of and respectful towards others' cultural differences; Be discrete; Be diplomatic, thoughtful and have good manners; Be able to adjust and overcome unfavorable situations; Keep collaborators and counterparts updated during the negotiation process) and abilities (Emotion recognition, Empathy, Charisma, Resilience) that combined foster long-term business relationships that in turn contribute to business negotiators to have more business opportunities, which enhance the possibilities to achieve successful negotiations in the future.

Figure 45. Conceptual Model of Negotiation Capability



Next section presents the discussions related to this research, which encompass the theoretical contributions and practical implications.

3.2 Discussions

The findings of this research offer a holistic view of the underlying dimensions of business negotiations. Although research on negotiation has been approached from different perspectives, empirical study into the subtleties involving negotiators during the negotiation process has been missing. This study unearths how individuals interact during negotiation processes by identifying values, attitudes and practices that help to foster long-term business relationships, which is considered to be basic for future collaboration engagements and potential positive outcomes. This research also offers insights into the values, attitudes and practices that may lead to short-term business relationships as well as unsuccessful negotiations.

3.2.1 Theoretical Contributions

Past researches on negotiation have focused on distinct approaches. Data analysis revealed four dimensions that deserve special attention in order to understand how business negotiators interact. Those are: ethics, emotional intelligence, decision making and leadership.

Researches on ethics have focused on the distinction between morality and ethics (Crane & Matten, 2010), on understanding normative and descriptive ethics (O'Fallon & Butterfield, 2005), in understanding moral decision making and amoral decision making (Tenbrunsel & Smith-Crowe, 2008), on the dimensions of moral problems in business decisions (Morris, 2004), on international relations and the levels of conception of business ethics (Enderle, 2014) and on values and attitudes (Argandona, 2003; Marques, 2010; Rokeach, 1979), among other perspectives.

Researches on intelligence, for example, have been directing attention to describe the various forms of intelligence (Carmeli, 2003; Gardner, 1983; Moss & Hunt, 1927; Thorndike, 1920), to understand emotional intelligence (Carmeli, 2003; Goleman, 1998; Mayer et al., 2008a) and moreover, to study the importance of knowing how to perceive emotions and mood accurately for business success (Elfenbein et al., 2007; Goleman et al., 2013; Kim et al., 2014; Mayer et al., 2008b; Mezias & Starbuck, 2003; Schmid Mast & Darioly, 2014).

Researches on decision making, among other views, have contributed to shed light on the descriptive/prescriptive distinction in order to understand the actual decisions and behaviors of negotiators (Neale & Bazerman, 1992) and on how to achieve better outcomes (Buchanan & O'Connell, 2006).

Researchers interested in the leadership field have been offering contributions to the understanding of the connection between spirituality and leadership (Reave, 2005), to figure out the pillars of the ethics of leadership (Bass & Steidlmeier, 1999), the domains of leadership (Graen & Uhlbien, 1995), the relation between CEO’s key strategic and operational decisions and CEO’s characteristics (Giberson et al., 2009), the relation between leaders’ values and interests and the role ethics plays in decisions (Stouten et al., 2012), the impact of businesses and their leaders’ decisions for multiple stakeholders and society at large (Maak, 2007), and how top management teams impact the performance of organizations (Colbert et al., 2014), among other contributions. However, negotiation research has offered less insight into the interactions between business negotiators.

The results of this empirical study contribute to the literature by offering insights into the black box of business relationships from the negotiator's perspective.

Elfenbein et al. (2007) emphasize that "given the real-life importance of negotiation skill as well as recent interest by negotiations researchers in the role of emotion, it is worthwhile to expand the body of research that can evaluate how emotional skills may contribute to the success and failure of reaching effective agreements" (p.218). On the other hand, Della Corte and Aria (2014) highlight that "the most difficult situation to manage is undoubtedly that of distrust, since there are objective reasons not to expect trust from a counterpart (opportunistic behaviours)" (p.4). They remark that, "no studies in the literature undertake an in-depth analysis of the roots of, or the main reasons for, relationships' failures" (p.4). Moreover, Reb (2010) research on "…the influence of past negotiations on counterpart preferences…" (p.473) proposes that "future research could examine additional variables that might influence negotiation counterpart decisions" (p.473) in order to "understand better how negotiators form preferences about potential counterparts" (p.549).

In this sense, the main contribution of this thesis is the identification of a set of values, attitudes and practices that showed to be extremely relevant to foster long-term business relationships (As may be observed in Figure 45). The additional contributions of this work is to offer insights that can help to disentangle the debates regarding relationships' failures by identifying values, practices and subtleties that may lead to short-term business relationships (See table 38) and those that may cause unsuccessful negotiations (See Table 39).

Although interpretive study as grounded theory usually presents qualitative data prior to theory, this study followed the more traditional presentational strategy and showed the theoretical overview in the first chapter, in order to offer an easier reading of the study. This was incremented by the bibliometric study that helped to validate the results.

The next sections offer the implications for business practitioners.

3.2.2 Practical Implications

Taking into account that negotiations occur every day at a personal level and also at a professional level, it is no surprise that "researchers and practitioners alike have been trying to uncover the factors that lead to successful negotiations" (Reb, 2010, p.458).

In this sense, this research indicates that negotiators tend to enter into future business opportunities with counterparts in who they can trust. Data show that building long-term business relationships is considered to be a key factor in order to foster future collaborations, which in turn potentially can lead to successful deals. However, as it occurs with good reputation, solid business relationships also require time to be built and are based on the observations of small details perceived during the negotiation process. As the results indicate, one's personal values and principles are not detached from one's professional life.

Business negotiators must have in considereation that their counterparts understand one's attitudes and professional decisions as a reflection of one's personal values and principles, which works like one's "DNA" in business. Consequently, as pointed out in this study, there is a tendency to choose counterparts with whom one feels comfortable collaborating, and with whom one has one's own values and principles aligned.

Another recommendation for business negotiators is to avoid a circumvention attitude. Although in certain cases it may seem economically attractive, it is a symbol of unethical behavior and short-term business view. Some negotiators may even be successful in circumventing counterparts in one or a few occasions. However, this attitude may definitively result in unsuccessful negotiations as well as in short-term business relationships, as the results indicate. The results also show that although business negotiators remark the need to have the same expectations regarding the outcomes of a deal, they disapprove circumvention attitudes. On the other hand, negotiators high in emotional intelligence, able to read their counterpart's emotions and mood precisely and act accordingly, who are respectful, honest, grateful and discrete, and are willing to solve problems and building concensus, manage to build long-term business relationships and increase their possibilities to be remembered for future collaborations, thereby increasing their opportunities for successful transactions.

Although some individuals feel more comfortable than others in the art of negotiation, training in order to acquire certain abilities is recommendable for business negotiators who aim to foster long-term business relationships.

Next chapter presents the conclusions of this work and points out the study's limitations and future lines of research.

"Hardship often prepares an ordinary person for an extraordinary destiny."

(C.S. Lewis)

CHAPTER 4: CONCLUSIONS

CHAPTER 4: CONCLUSIONS

Summary: This chapter presents the conclusions of the study and is divided in two sections. The first section shows the synthesis of the research; and in the second section, the study's limitations are acknowledged and the future lines of research are suggested.

Resumen: En este capítulo se presentan las conclusiones de la investigación que a su vez está dividido en dos apartados. El primer apartado presenta la síntesis de la investigación y el segundo apartado presenta las limitaciones del estudio y sugiere futuras líneas de investigación.

4.1 Synthesis of the Research

Understanding the subtleties and complexities involving negotiators' interactions during a negotiation process is crucial for negotiation scholars and practitioners. "As a result, social scientists have long been interested in the processes and outcomes associated with negotiation" (Harris, 1996, p.458). During this empirical study, the researcher interviewed 16 decision makers, businessmen and businesswomen, from 9 different countries and different sectors, aiming to create a framework grounded in the experience of business negotiators in order to build a model of negotiation capability based on the business sector, having in account that "if the goal of research is to understand negotiator behavior, then experienced negotiators should be the proper participants for research" (Buelens et al., 2008, p.336).

The business sector in general is known for being very competitive, and such a pressure may conduct some business negotiators to behaving unethically. However, business negotiators must be aware that their professional image as well as their personal image is the result of their principled or unprecipled decisions and bearing in mind that trust has positive effects on attitudes, perceptions, behaviors, and performance outcomes (Dirks & Ferrin, 2001).
Therefore, the power to choose how one wants to be known, and the choice of whether one is interested in building short or long-term business relationships, are in one's own hand. This research shares the view of Trevino and Nelson (2010, p.3) who highlight that the most recent business history has showed that divorcing business from ethics and values constitute huge risks, and also the view of Reave (2005, p.657), who emphasizes that personal integrity is fundamental to foment follower respect and trust. It is important to have in account that cooperative interorganizational relationships will evolve from negotiation, to commitment and execution stages, and that at the execution stage although decisions are taken at a managerial

level (Chairman, CEO or manager) they are carried into effect by subordinates and in order to conclude and carry out a business deal, trust must be preserved and interorganizational relationships must remain for a long term, at expense of having to renegotiate terms or terminate business relationships if frictions arise during the course of a negotiation or even later on, since in the majority of the occasions decisions are taken in name of organizations, they are after all taken by negotiators individual, negotiators who are depending on exogenous and endogenous situations.

This study took a mixed method research approach, by employing and combining grounded theory, participant observation and bibliometrics focused on understanding the dynamics of negotiations, considering the “changing nature of business” and that negotiation comes into place always that “people participate in important meetings, get new assignments, lead a team, participate in a reorganization process, and set priorities for their work unit” (Thompson, 2013, p.3). Therefore the importance of forgetting that can be used during the negotiation process as a tool to unlearn old bad practices and help to learn new behaviors that may foster relationships and contribute to better outcomes. As Menkel-Meadow (2009) highlights, “the process used affects the outcomes achieved”, since “negotiation is not about maximizing individual gain but about looking for “joint gain”…“for all of the parties” (p.416).

By having answered the three contemplated research questions: 1. What are the underlying dimensions in the dynamics of negotiation? 2. How do business negotiators interact, and which practices do they avoid and apply in order to foment long-term business relationships? and 3. Which roles do spiritual/ personal values play in the negotiation process?, this research provided new insights into the literature on negotiation.

The first question aimed to learn what the underlying dimensions in the dynamics of negotiation are, and the results of the study showed that the four theoretical lenses are: (1) emotional intelligence, (2) social learning theory, (3) behavioral decision theory and (4) negotiation theory which in turn encompasses the dimensions of: (1) ethics, (2) emotional intelligence, (3) decision making and (4) leadership.

The second question referred to discover how business negotiators use to interact, and which practices they avoid and apply in order to foment long-term business relationships. The results of the research presented the values, practices and attitudes that foment long therm business relationship as may be observed in Table 36, regarding the typology of modes of updates during negotiation processes, in Table 37 and in Figure 45, which is the conceptual model of negotiation capability main object of this thesis. The results also showed which lack of values and which specific attitudes may lead to short term business relationship as may be observed in Table 38, and also to unsuccessful negotiations as may be observed in Table 39.

The third question aimed to know which roles do spiritual/ personal values play in the negotiation process, which may be observed in form of 20 key factors for the negotiation processes, in pages 212 and 213.

In sum, the findings of this study showed that all the aforementioned are considered as predictors for long-term business relationships, which in turn showed to have a positive impact on the willingness of negotiators to choose certain counterparts for entering into future collaborations. Increasing this way the chances for future business opportunities and economically successful negotiations.

4.2 Study Limitations and Future Lines of Research

This study has a number of limitations that future researches might address. One of the limitations is the attempt to build a grounded framework based on a small sample, which impedes it from giving a bigger validity. Another limitation is the fact that the data is only related to negotiations in the business sector. The extent to which its findings are generalizable to other types of negotiations remains to be studied.

Despite these limitations, the set of values and practices necessary for building long-term business relationships, and the ones related to causing short-term relationships and unsuccessful negototions identified during this research, give confidence that these findings are generalizable to negotiations more broadly. However, future research should investigate its applicability to even more complex multiparty negotitions, involving more negotiatiors and more companies from different countries, with different interests within macro multisegmented projects, and also its applicability for negotiators who are not the final decision makers and for negotiations in other sectors other than business.

Ramifications of our research could also focus on studying the impact that personal values and related reference practices and attitudes of the negotiators may have in the economic performance of the firms. Complementary research could focus further on the contrary, in identifying bad practices and revealing the impact of unethical behavior of negotiators during the negotiation process for the economical success or failure of negotiations.

Trust is one of the key factors that business negotiators showed to have in account when they need to accept or decline to enter into future collaborations. According to Grabner-Kraeuter (2009), "…the relationship between social capital and trust is not unidirectional but reciprocal" (p.514). Considering its importance, it would be fruitful to empirically examine how solid and trustworthy the professional relationships based on business-oriented social networking services are, compared to those built up through introductions and personal references. This would offer richer insights into network relationships and channels, and to extend works on this field (Grabner-Kraeuter, 2009; Lai & Turban, 2008). Moreover, negotiation researchers could also investigate the direct relation between the number of contacts that individuals claim to have in business-oriented social networking sites and whether they are converted or not into real business opportunities, and consequently in successful negotiations.

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ANNEXES

ANNEX 1 Questions of the semi-structured interview conducted in English

Interviewee personal´s information
Sector of activity:
Interviewee´s position:
Age:
Gender: Male:___Female:____
Origin country:
Residence country:
Date:

Questions
Having in mind the successful negotiations you have participated in:

1. Do you consider that honesty plays an important role in the negotiation process?

2. Do you consider that all the partners or collaborators that you have gone through a negotiation process with had their contributions appreciated?

3. Have you ever seen yourself in a situation where others tried to take the credit for your work?

4. First, do you consider as a sign of gratitude, transparency or integrity of you or of your collaborator to be kept updated or update, copy or be copied in e-mails during a negotiation process? Second, do you think that this attitude can help a deal to go through?

5. According to your point of view: What personal values are important in order to build a long-term business relationship?

6. According to your experience in negotiations processes: What attitudes of a partner or collaborator could lead to a short business relationship?

7. Have you ever been successful in a negotiation where you had the feeling of being professionally disrespected by a partner or collaborator?

8. Have you ever been successful in a negotiation where you had the feeling of being taken advantage of?

9. Having in mind the most successful negotiations that you have participated in, from an economic perspective, what was the average time spent to conclude the deals?

10. When you enter into a negotiation process: Do you aim for a short or long term business relationship?

11. Having in mind your contact network, is it mainly based on a constant increase of new contacts or is it mainly built up of established contacts with which you use to keep permanent relationship?

12. What do you think about the following phrase? Make contacts, transform them into collaborators/ partners and respect them as friends.

13. Do you consider a circumvention attitude towards a collaborator during a negotiation process, a business “suicide” or a “smart” attitude?

14. Do you consider that keeping a partner or collaborator “happy”/ “satisfied” during the negotiation process leads to an increase of business opportunities or of collaborations in the future?

15. Do you consider that charisma and positive emotions are important factors for the success of a negotiation process?

16. Do you consider that a signed contract is the guarantee for a successful deal?

17. Do you consider that the ability to accept negative feedback during the negotiation process is an added value?

18. Do you consider that demonstrating fairness attitude towards others; treating others with courtesy, behaving ethically and showing sensitivity to the other´s feelings leads to a loyal relationship in business?

19. Do you consider that it is equally fast to build a solid reputation as to spread a bad one?

20. Do you consider that trust and confidence can be imposed or that they require time to be established and are based on small details observed during the negotiation/ collaboration process?

21. During a TTM (*Top Table Meeting*), do you consider that everybody who is present plays an important role in the negotiation process or do you use to focus your attention on who you consider to be the decision maker?

22. According to your point of view, what are the most important personal values that should have a negotiator?

23. Any negotiation can lead to a successful or unsuccessful end. What are the key factors or personal attitudes that can make you consider certain collaborators to enter into future negotiation processes?

24. Do you consider that the ability of recognizing others emotions is a strategic element in which concerns to negotiation capability?

<u>Having in mind your unsuccessful negotiations:</u>

25. What attitudes can make you decide to terminate a business relationship?

26. Have you ever negotiated again with some collaborator that has failed you in the past?

27. Do you consider that during a negotiation process mistakes should be forgiven when they are acknowledged and corrected?

28. Could you mention some practices that you use in order to conduct a negotiation to a successful end?

ANNEX 2 Questions of the semi-structured interview conducted in Spanish

<u>Información personal del Entrevistado</u>

Sector de actividad:

Cargo del entrevistado:

Edad:

Genero: Hombre ___Mujer___

País de origen:

País de residencia:

Fecha:

<u>Preguntas</u>

<u>Teniendo en cuenta las negociaciones exitosas en las que participó:</u>

1. ¿Considera usted que la honestidad juega un papel importante en el proceso de negociación?

2. ¿Considera que a todos los socios o colaboradores, con los que ha contado durante el proceso de una negociación, se les ha apreciado sus respectivas contribuciones?

3. ¿Alguna vez ha estado involucrado en una situación en la que otros intentaron tomar el crédito por su trabajo?

4. ¿Primeramente, considera usted que el mantenerse actualizado o en copia de los emails que se utilicen en la negociación, tanto de su parte como de parte de sus colaboradores, es un signo de gratitud, transparencia o integridad? y segundo, ¿Considera usted que esta actitud puede ayudar a que una negociación pueda ser exitosa?

5. Según su punto de vista: ¿Qué valores personales son importantes para construir una relación de negocios que sea sostenible en el largo plazo?

6. De acuerdo con su experiencia en negociaciones: ¿Qué actitud por parte de un socio o colaborador podría conllevar a una relación de negocios a corto plazo?

7. ¿Alguna vez ha tenido éxito en una negociación donde tenía la sensación de ser irrespetado profesionalmente por parte de un socio o colaborador?

8. ¿Alguna vez ha tenido éxito en una negociación donde tenía la sensación de que la otra parte le estuviese sacando ventaja?

9. Desde una perspectiva económica, teniendo en cuenta las negociaciones más exitosas en las que haya participado, ¿cuál ha sido el tiempo promedio para la conclusión de las operaciones?

10. Cuando usted empieza un proceso de colaboración, su propósito es mantener una relación de negocios con un colaborador, a corto o largo plazo?

11. Su actual red de contactos, está conformada en su mayoría por un constante aumento de nuevos contactos, o por contactos solidos con los que mantiene relaciones de forma permanente?

12. ¿Cuál es su opinión sobre la siguiente frase: "hacer contactos, transformarlos en colaboradores / socios y respetarlos como amigos".

13. ¿Considera usted que eludir (*circumvent* en inglés) a un socio o colaborador en un proceso de negociación, puede ser considerada una actitud "suicida" en los negocios, o por el contrario, es una actitud "inteligente"?

14. ¿Considera usted que mantener a un socio o colaborador "feliz"/ "satisfecho" durante un proceso de negociación conlleva a un incremento de las oportunidades de negocio o de colaboración en un futuro?

15. ¿Considera usted que el carisma y las emociones positivas son factores importantes para el éxito de un proceso de negociación?

16. ¿Considera usted que un contrato firmado es la garantía para una operación exitosa?

17. ¿Considera usted que la capacidad de aceptar comentarios negativos, es un valor agregado durante el proceso de negociación?

18. ¿Considera usted que la demostración de actitud justa hacia los demás; tratar con cortesía, tener un comportamiento ético y expresar sensibilidad hacia los sentimientos del otro conduce a una relación de lealtad en los negocios?

19. ¿Considera usted que es igual de rápido construir una reputación sólida que difundir una mala?

20. ¿Considera usted que la confianza y la credibilidad pueden ser impuestas o que requieren tiempo y se basan en los pequeños detalles observados durante el proceso de negociación/ colaboración?

21. Durante una TTM (Sigla en inglés de *Top Table Meeting*), ¿Considera usted que todos los presentes juegan un papel importante en la negociación o suele enfocar su atención en quién usted cree que es el tomador de decisiones?

22. Según su punto de vista, cuáles son los valores personales más importantes con los que debe contar un negociador?

23. Toda negociación puede conducir a un final exitoso o no. ¿Cuáles son los factores o actitudes personales claves por parte de los colaboradores, que puedan generar como consecuencia que usted los tenga en cuenta en futuros procesos de negociación?

24. ¿Considera usted que la habilidad para reconocer las emociones de los demás es un elemento estratégico en que se refiere a la capacidad de negociación?

<u>Teniendo en cuenta sus negociaciones no exitosas:</u>

25. ¿Qué actitudes de parte de un socio o colaborador, pueden hacer con que usted decida poner fin a una relación de negocios?

26. ¿Alguna vez ha negociado en una segunda oportunidad con algún colaborador que le hubiese fallado en el pasado?

27. ¿Considera usted que durante un proceso de negociación, los errores deben ser perdonados cuando estos son reconocidos y corregidos?

28. ¿Podría mencionar algunas de las prácticas que usted utiliza para que sus procesos de negociación obtengan finales exitosos?